

JUNE 1, 1938



TWENTY CENTS

Sales Management

★ Only Misconceptions Retard Prosperity! By Norge's S.M., Paul B. Zimmerman


★ Chicago Druggists Vote on the Brands They Like to Sell Most — and Least

★ How Lenthéric Wins Lavish Promotion Weeks in Large Department Stores

★ Record-Breaker Federation Meeting in Dallas Pulls 600; Aspley Made President

★ Marketing Pictographs—Designing to Sell—Scratch-Pad—Future Sales Ratings

THE MAGAZINE OF MODERN MARKETING



Titian used his eyes wisely

AVOIDING GLARE, Titian worked only in tempered light . . . little wonder that at the age of 96, he was painting pictures which are still the envy of artists.

We, in contrast to him, spend our days inviting glare, working at poorly lighted desks or reading books and magazines which, all too often, reflect light back into our eyes. No wonder our eyes age so soon!

In the campaign to help correct this abuse, Kimberly-Clark has taken the major initiative by specifically developing three papers—Kleerfect,* Hyfect,* and Rotoplate,* which absorb light and minimize reflection.

This year it has taken a further step towards increasing readability and decreasing eye strain in printing. Without diminishing Kleerfect's or Hyfect's resistance to glare, Kimberly-Clark has endowed them with a new, brighter white color which permits sharper printed contrasts. Ask your paper merchant for printed samples of this new color.

KIMBERLY-CLARK CORPORATION, Established 1872,
Neenah, Wis.; Chicago, 8 So. Michigan Ave.; New York,
122 East 42nd Street; Los Angeles, 510 West Sixth St.

*This advertisement is NOT printed
on Kleerfect, Hyfect or Rotoplate
Reg. U. S. Pat. Off.

Kleerfect
THE PERFECT PRINTING PAPER

Hyfect
ALL-PURPOSE BOOK PAPER

Rotoplate
PREFERRED FOR ROTOGRAVURE

Kind to your eyes

KIMBERLY-CLARK

Both sides alike

PRINTING PAPERS

ARE PRESIDENTS TOO PRACTICAL?

● Bob Howland is one of those company prexys who came up from the factory. A darned good background, but sometimes hard on the boys at the sales end of the business.

For example, Bob just can't forget the days when he was buying raw materials for the company. A cent—even a fraction of a cent—was a lot of money then. It often decided who got the order. It sometimes meant the difference between profit and loss for the company.

Last week Bob was looking over the advertising budget. He asked a lot of embarrassing ques-

tions about how much they were getting for their money, and how much they could get elsewhere. "If we bought our copper tubing that way," said Bob, "we'd be broke!"

So Bob got another one of his 1938 economy ideas. "I'll grant you there are lots of things our advertising needs," he said. "Like magazine color and mass circulation and dealer influence and such. But some people charge more for that than others do . . . If we bought our advertising the way we buy everything else, we'd ask for bids first. And what do you think we'd find?"

HERE'S WHAT THEY'D FIND:—

THIS WEEK MAGAZINE offers full-color in 1/2-page units at \$1.46 per thousand, and 3/5-page units at \$1.70 . . . No other national magazine offers that at any price.

THIS WEEK MAGAZINE offers full-color in page units at \$2.58 per thousand . . . the other national weeklies ask \$2.75 to \$5.29 . . . the leading women's magazines ask \$3.74 to \$3.98 . . . the leading general magazines ask \$3.18 to \$3.79.

"Well," said Prexy Bob, "there can't be much question, can there? Especially since **THIS WEEK'S**

circulation is almost all in our busy big-city markets . . . And *especially* since—

THIS WEEK *sells BOTH sides of the counter*

MAGAZINE
POWER

NEWSPAPER
SALES PUNCH



Cradle Car

If you were the mother of a new baby in St. Louis (God forbid! say SM's subscribers) a registered nurse would call on you about three weeks after the Stranger's arrival. The R.N. would give you a white box, tied with blue cellophane, containing some 15 baby products.

That is Cradle Car Service, Inc., currently operating in its home city of St. Louis, and in Milwaukee, Indianapolis, Kansas City. Not only does the nurse discuss each item in the box with professional and kindly ease, she advises the mother to see her doctor for approval of them. Each nurse makes ten calls daily, or 250 monthly, spends 30 to 40 minutes with each mother.

Products are non-competing, limited to a maximum of 15, "of the highest quality." These firms are now using the service: Clorox Chemical Co.; Faultless Starch Co.; Gerber Products Co.; The Junket Folks; Mennen Co.; Northern Paper Mills; Parents' Magazine; Pyramid Rubber Co.; Ralston Purina Co.; Seminole Paper Corp.; Staley Mfg. Co.; Wilson Milk Co. Stix; Baer and Fuller Co. (St. Louis); Wm. H. Block Co. (Indianapolis); Emery, Bird and Thayer Co. (Kansas City); Ashen-Brenner Studios (St. Louis).

The company, which has been expanding for the past several years, plans to add nurses in Cleveland, Buffalo, Detroit, Houston Cincinnati, Dallas-Fort Worth, thereby increasing its present 18,000 visits to 60,000 annually.

Advantages cited: Graduate nurses sell nothing. Their suggestions are given utmost consideration and respect. The sample is placed in the hands of a direct prospect by personal contact at a time when the mind is most receptive. Sales literature is delivered without mailing cost. A live mailing list is created. Follow-up work is made easier because of the original contact established by the nurse. Only white homes in better neighborhoods are visited.

Thus, from the time he gives his first wail (see *Life's* "Birth of a Baby") to the moment he is lowered in a National Casket, lined with du Pont rayon, the *genus Americanus* is a prospect for somebody's nationally advertised wares.

Women of the Press

Journalistically speaking, the women of Scarsdale, N. Y., Manhattan suburb of socialites, have the say-so. Three gals with editorial brains, one with a sixth sense that is advertising, and a bookkeeper run the Scarsdale *Inquirer*, a weekly newspaper that has won half a dozen editorial and advertising awards in the last few years.

The *Inquirer* is the only paper in the country published entirely by women, so far as the Scarsdale editors know. It belongs to the Scarsdale Woman's Club, which bought the paper back in 1919 when it was on its last leg (and that one weakening). The *Inquirer* started in 1902 as a Sunday-School paper, but before long became the official news organ of the community. As such the Woman's Club of Scarsdale didn't want to see the paper go under, and, having virtually nothing to do since the War was over and

no more bandages had to be made, they bought the *Inquirer* for one dollar and the printing contract, "as a service to the community and not with the hope of making money." A year later, the club drew on its treasury for \$500 more and put that into the wavering paper. Since then the paper has made money. In fact, it's never lost a cent, and the original \$501 has paid the club around \$12,000 in dividends. During a couple of years of the depression the paper cleared only \$25 or \$30, but never went in the red. Its five staff members work on a salary.

The last A.B.C. report gave the Scarsdale *Inquirer* a circulation of 2,332 (in a town of 12,000). But the paper conducted its own little survey recently among Scarsdalian and found that each copy of the paper is read by 3 1/2 persons. That ups the circulation to 7,410—7,410 inhabitants of the richest county of the United States (Westchester Co., N. Y., in the middle of which is situated Scarsdale). The paper carries between 53 and 58% advertising, largely local.

Small newspapers in and around New York city have stiff competition with Manhattan dailies, but the *Inquirer* considers itself too far out of the class of Metropolitan dailies to be either a competitor or a competeec. The same survey that gave the paper 7,410 readers also disclosed that Scarsdale women read 91.7% of



No type lice in this print shop.

the *Inquirer*, 60.7% of a Metropolitan daily; men 84.3% of the *Inquirer* and 70.7% of a Metro daily. Readers "never miss a line" of the *Inquirer* or read it "from beginning to end." They give a Metropolitan daily a "once over quickly" or a "skim through." "All of which rates 100% in our survey figures," the *Inquirer* tells its advertisers, "but for your ad . . . it is the difference between a snapshot glance and a time exposure."

This year the *Inquirer* won the New York Press Association award for the best all around newspaper in the state. In 1937 and 1932 it won the N.Y.P.A. awards for best front page and best advertising display, in 1936 for best editorial page and best advertising display. For three consecutive years, the *Inquirer* won first and second N.E.A. prizes for newspaper production.

The *Inquirer* is put out under ideal working conditions, especially in the Spring when the dogwood is blooming. Its shop is a pert little English villa (see cut), where Editor Ruth Nash Chalmer, Associate Editors Ruth Gardner McClare and Mabel Baldwin, Advertising Manager Kathleen North and Bookkeeper Lora Wagner keep pleasantly busy rounding up the week's news and ads for the local subscribers.

Rent Your Bag, Sir?

Has a hotel room clerk ever looked you up and down and sniffed, "No baggage? I'm afraid you'll have to pay in advance," implying that you are probably a burglar, a pickpocket and a bogus check-passer all in one? Have you ever regarded a scuffed, battered suitcase and reflected, "Yeah, it's a ruin, but I'm not going to buy a new one just for this trip?"

If either of these tribulations has been yours, then we bring

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright June 1, 1938, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. June 1, 1938. Volume XLIII. No. 12.

HOW TO SQUEEZE MORE SALES OUT OF YOUR ADVERTISING DOLLAR



HERE'S one obvious suggestion: Put your dollars on the people who are *most* likely to need and want what you sell.

To be more specific:

Advertise food to the women who are the *biggest* grocery customers . . . the women who have whole families to plan three meals a day for *every* day. (They'll outspend the single women 4 to 1.)

Advertise rugs and paint and home equipment to people who *have* homes . . . especially the home owners you *know* like to buy things for their homes.

Advertise soap and toothpaste and other family bathroom things *not* to the single women who buy only for themselves . . . but to the women who are buying for an entire household, complete with husband and kids.

In short, advertise *home* things to *home* people. Advertise *first* to the 1,300,000 home families who read The American Home.

The American Home offers you a wasteless market of over 1,300,000 buyers for families . . . the people who want and need *and can buy* the most of what you sell.

The AMERICAN HOME

sells the HOME-MARKET of America

—1,300,000 buyers for families

JUNE 1, 1938

QUICK FACTS that are EYE-OPENERS

If you sell food . . .

For the establishment and maintenance of nationally advertised brands:

80% shop for groceries personally.
94.4% entertain at home.

Over a period of years, The American Home has devoted more editorial lineage to food than *any* other consumer magazine. 61% of all grocery sales are made where 63% of The American Home families live.

If you sell building or furnishing products . . .

CREDIT: 63.2% have department store charge accounts.

RESPONSIBILITY: 80.3% have life insurance.

CASH: 68% have savings accounts. 60.3% have checking accounts and investments.

If you sell drug products . . .

1,575,000 children to use up soap, toothpaste, cod liver oil, bandages, snuffles, cures.

61% of all drug sales are made where 62.9% of The American Home families live.

If you sell cars, gas, tires, oil . . .

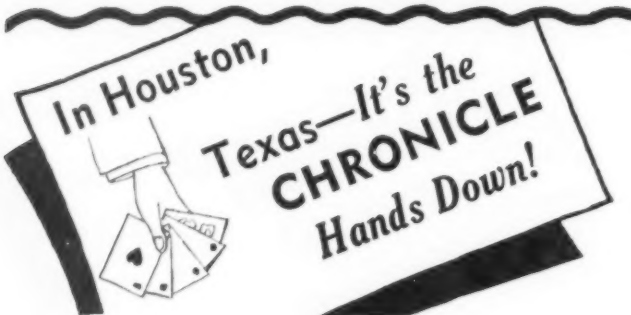
The American Home families live where they are utterly dependent on a car.

Average yearly mileage: 11,133 (single car owners only).

13.2% drive more than one car.

37.5% buy a new one every two or three years.

INCREASING LEADERSHIP



It's easy to select the **Number One newspaper in Houston**, the South's richest and most active consumer market. For more than a **quarter century** The Chronicle has led the other Houston newspapers in **circulation** and **advertising**. Yet, this leadership **continues to increase**, as is shown by the percentage figures below, representing The Chronicle's leadership of The Houston Post and The Houston Press in the major divisions of advertising.

CHRONICLE LEADERSHIP

IN ADVERTISING—FIRST FOUR MONTHS OF 1938 COMPARED WITH SAME PERIOD OF 1934

	1934	1938
LOCAL		
Over the Post	3%	58%
Over the Press	32%	99%
NATIONAL		
Over the Post	60%	132%
Over the Press	113%	216%
CLASSIFIED		
Over the Post	46%	50%
Over the Press	169%	177%
TOTAL		
Over the Post	21%	65%
Over the Press	66%	127%

Post figures do not include American Weekly Magazine lineage; Press figures are for six days, since the Press does not publish a Sunday edition.

BUY CHRONICLE and you've SOLD HOUSTON

THE HOUSTON CHRONICLE

LEADS THE STATE IN NATIONAL ADVERTISING
FIRST IN HOUSTON—IN EVERYTHING

R. W. McCARTHY
Manager National Advertising

THE BRANHAM COMPANY
National Representatives

tidings of great joy. Luggage Rental Service, Inc., Chicago, will supply trunks and handbags for a night or a month. Mammoth wardrobe trunks cost \$11 for a fortnight, suitcases are \$1.25 for the same period. Only the best-grade luggage is supplied.

There's a sales angle also, for if rental is paid four weeks the luggage may be purchased and the rent applies on the price. However, that's merely incidental, according to Frank Masterson, former building contractor, who started the company recently. He aims primarily to rent his baggage.

Prospective customers are thrifty brides and grooms, vacationists, travelers of all sorts who cannot or do not want to invest large sums in de luxe luggage. Promotional printed material says: "Travel luxuriously with the latest in fashionable trunks and bags . . . notice the snappy service when your porter sees the swank Park Avenue baggage . . . and the respectful glances from your fellow passengers." A working agreement with travel agencies will help Mr. Masterson inform the public of his renting plan.

Hold Your Hosses!

Depression is about over. Chet Shafer of Three Rivers, Mich., has gone to press again. It never fails. In 1934 he got out his eight-page, newspaper-size "Vernal Encyclical" full of Three Rivers' national news about how the Whiffletrees all had Sunday chicken dinner last Satdy with their Uncle Fud and family down to Cowflap Creek . . . and other such vital statistics. Business barometers everywhere began to rise. In 1935 Chet got out the "Autumnal Encyclical." It reported, among lots of other things, the Three Rivers political uprising that cleaned house and elected that stalwart citizen, Bill Blubbubberson (of the Blubbubberson Bros. Bladder Factory) fence viewer and measurer of wood and bark. Promptly U. S. carloadings, steel ingot production and bank clearances took a jump.

And now watch business begin to bust out afresh! "Chet Shafer's Hustler ("Published When the Pile Gets Big Enough" says the masthead, and "Only Publication in the World That Has Been Treated for Termites") has shipped 5,008 copies to advertising men, publishers and members of the Guild of Former Pipe Organ Pumpers all over the nation. The wrappers say "B'zit! and here's your special copy of Chet Shafer's Hustler." It may be a year or so late; but it's here.

In the editorial colyums the fearless, trenchant editor, implacable foe of cinnamon rolls with no cinnamon in 'em, delivers a ringing challenge against "too much progress in Three Rivers"—boulevard lights, removal of hitch-rails, too many electrical and mechanical devices, too-slick grocery stores. Chet is fighting for the return of salt bar'ls on Main Street, so a man can have some place to set. He has a "Women's Dep't" edited by Florence Davies (of the Doane's Corners Davies), the entire contents of which read brightly: "Stockers and feeders, good to choice, 7.50 @ 8.75; Stockers and feeders, common to medium, 6.00 @ 7.25." Other news mentions by name all sorts of people in Three Rivers and all over the nation. A foot-line on one page says: "If you want t' sue, GO ON AND SUE! If you get a judgment, we'll split the damages 50-50."

The paper is lousy with advertising—it's 72% advertising, in fact. And that proves beyond peradventure that U. S. national lineage is booming. (Ask any newspaper, magazine or radio station!) Well, it's *about* to boom, anyway. The Johnson Corp. (just south of Shiner Reed's ice house) uses two-thirds of a page to sell its "industrial jernts, foods pumps, high-pressure boiler water: controls" and the like. Fabius Farms on state highway M-60 offers the services of Sir Diamond, No. 212,124, registered Percheron stallion in the stud. That's half a page. Chet pays off the last instalment on his Fairbanks-Morse home stoker and air conditioner with a big ad; two instalments on his Chevrolet with one for Bill Holler, vice-president of Chevrolet; his printing bill to Bill Shumaker of the Three Rivers Commercial with another one (Bill was about to sue). And the cockeyed copy in the ads, written by Chet, reveals all—and more. It packs terrific selling power.

Thus Chet Shafer, Grand Diapason of the Guild of Former Pipe Organ Pumpers (Theme song: "Pump for the Wind Is Fleeting") and writer of a syndicated colyum of social news from Three Rivers for big city papers, smacks this depression on the button. The big business parade is all ready to start. Hold your hosses, the elephants are coming!

SALES MANAGEMENT



SOME FOLKS READ A LOT OF NEWSPAPERS

Some read two Indianapolis papers, some read three and some get them from New York and California and all the points between. BUT nearly half the families in the Indianapolis city zone read The News and no other daily newspaper. They read it week after week, year after year. They depend on it, alone, for news and for buying ideas. This means that unless your advertising is in The News, you're missing a big, profitable, responsive section of the Indianapolis market. Better use it and be sure of reaching all your worth-while customers and prospects.

THE INDIANAPOLIS NEWS

New York: Dan A. Carroll, 110 E. 42d St. Chicago: J. E. Lutz, 435 N. Michigan Ave.

Sales Management

VOL. XLII. NO. 12

JUNE 1, 1938

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Notes from the Managing Editor's Desk

We're tapping out these few lines just before we run for a train headed Dallas-ward for the Federation convention. Everybody is expecting this to be the biggest gathering thus far in the organization's history. If we don't get lured too far from editorial duties by the cowboys, you'll find a report of the goings-on—and plenty of pictures—elsewhere in this issue.

* * *

Here, too, is the survey we promised on what products Chicago druggists like to sell most—and least. Next in order—for the July 1 issue—is a similar study made among liquor dealers in New York. And for August 1—a repeat of a study we did several years ago, one which attracted wide attention, on best test markets.

* * *

SALES MANAGEMENT reporters are already at work on assignments for "Managing Salesmen in 1939," the special issue of October 10, an annual affair which all except very new subscribers to the magazine already know so well. It will deal, as before, exclusively with man-power problems in selling. The statistical hounds did a remarkable job on the "Survey of Buying Power" and we're out to match it, page for page on quality, and page for page on advertising volume. Zounds—and all that hot weather ahead of us, too!

A. R. HAHN



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Business is Better in New Orleans.

Only New Orleans has the ^{*}PRALINE RATE

**Everything Is UP—
Down in New Orleans!**

FORBES map of the nation's Sales High-Spots shows the New Orleans market in the Number One sales position! . . . and FORBES is right for Everything is UP down in New Orleans! Retail Sales for the first three months of '38 are UP 11%; building UP 113%; Payrolls UP 19%; Employment UP 22% and still on the increase! New Orleans is the place to sell . . . NOW!

FORBES SALES HIGH-SPOTS

April 15, 1938



THE SWEETEST SALES SPOT

THE PRALINE



*The PRALINE RATE

The Praline Rate is the lowest possible rate for thorough coverage of the *Nation's Sweetest Sales Spot!*

Which means the complete customer coverage of the rich NEW ORLEANS MARKET, assured by placing your advertising in The Times-Picayune New Orleans States, where at the lowest milline rate you sell 94% of metropolitan New Orleans and the able-to-buy families of the prosperous Trade Area.

The Times-Picayune
NEW ORLEANS STATES

Representatives: NOEE, ROTHENBURG & JANN, Inc.,

New York, Chicago, Detroit, Atlanta, San Francisco

JUNE 1, 1938

[7]

IS THAT CRAZY USED CAR BUSINESS THE AUTO INDUSTRY'S VILLAIN OR HERO?



• You made \$57 last year—and the dealer lost that—when you traded your old car for a new one. Why? Is the new car dealer a dope at trading, as the used car specialist says? Or what is the answer?

And why does the Automobile Manufacturers Association figure that if “the practise of handing down used cars to second, third, and fourth owners were abolished, the automotive industry would shrink to about one-third its present size”?

Here's a crazy business, half as big as the new car business itself, that has dealers screaming with pain, and Detroit looking for the remedy. (See THE USED CAR . . . FORTUNE for JUNE . . . page 39)

FORTUNE MEANS BUSINESS • FORTUNE MEANS BUSINESS • FORTUNE MEANS BUSINESS

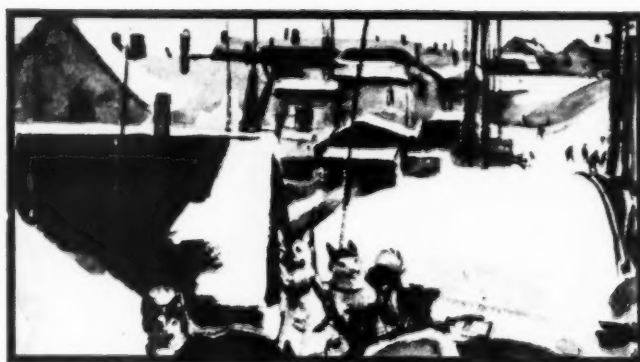
Fortune

for

FORTUNE MEANS BUSINESS • FORTUNE MEANS BUSINESS • FORTUNE MEANS BUSINESS

Don't fool yourself about Mr. Roosevelt's party

• Peeking into next month's FORTUNE Quarterly Survey, we show you what the man on the street *now* thinks of Roosevelt . . . and what he says in answer to the question “Should Congress work more closely with the President” . . . well, we'll let you be surprised. In this article FORTUNE chances some political predictions, names names, and dishes up some Washington undercover news that may surprise you. (SEE MR. ROOSEVELT'S PARTY . . . FORTUNE for JUNE . . . page 81)



Hudson Bay Mining: a detective story

In 1914, a prospector stumbled across yellow glinting rock assaying a dozen metals in hopeless confusion. Here is the story of 16 years work, scientific sleuthing in the laboratories, and \$27,500,000 in venturesome capital that finally paid dividends. (See FORTUNE for JUNE . . . page 53)

Business hands government an ace — of clubs

• Analyzing the transition of Government from business *policemanship* to business *management*, this month's FORTUNE reveals the only true course open if our capitalist economy is to survive. (See page 51)



BALLANTINE'S THREE RING CIRCUS S.R.O.

- The owners never ran a brewery before, they were engineers . . . they decided not to plug beer, but light ale . . . they didn't advertise flavor, they dramatized a trademark . . . and now they aren't losing money like most, they are making money—in quantity.

Of all the perversely successful businesses here is certainly one. Just how Mr. Carl converted his \$16,000,000 volume last year into a profit of \$1,100,000 while many another brewer lost money or made only slim returns is worth examining. (See BALLANTINE'S ALE . . . FORTUNE for JUNE . . . page 64)

Blind landings to boost airline traffic?

- Why do airline presidents claim there will be as much as 500% passenger increase when planes in the future will all make "instrument landings"? Here is a description of how the different blind landing methods work, what's holding up their adoption, and why the airlines hope some such system will come soon. (See UNDER THE WEATHER . . . FORTUNE page 62)

BUSINESS • FORTUNE MEANS BUSINESS

June

BUSINESS • FORTUNE MEANS BUSINESS

Introducing Robert (Or-I'll-Resign) Moses

- Meet the man who has spent \$522,000,000 in public money, and actually delighted the voters . . . the man-who-gets-everything-done from the gaily painted peanut cart in Central Park's new zoo, to building New York's new Triborough Bridge . . . the man responsible for transforming 1,174 acres of dump and swamp into the World's Fair site.

This month FORTUNE presents a portrait of that rare flower, an honest politician who demands his own sweet way—and gets it. (See ROBERT [OR-I'LL-RESIGN] MOSES . . . FORTUNE for JUNE . . . page 71)

NEXT MONTH: South America IV: Argentina . . . Tomorrow's Airplanes . . . Willys-Overland . . . FORTUNE Quarterly Survey: XIII . . . Continental Baking . . . Deepest Oil Well . . . County Agricultural Agent.



What's holding up the building boom?

- You say plumbers and carpenters get too much money? That's the trouble? You forgot to mention the multiple rackets, embezzlements, phoney "strike insurance", acid throwing. Even then you haven't hit the biggest trouble. Here FORTUNE shows you the astonishing spectacle of thirty or forty unions battling each other over a typical job, and what *that* does to building costs. You'll marvel buildings get built at all in this archaic industry. (See THE TROUBLE WITH BUILDING IS . . . FORTUNE for JUNE . . . page 46)

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may show noteworthy resistance to general sales declines, but its comparative showing may be far less favorable than that of another industry marked ★★★★★.

	Sales Prospect for June, July & Aug.	Sales Prospect for Next 12 Months		Sales Prospect for June, July & Aug.	Sales Prospect for Next 12 Months
Advertising	★★★	★★★★	Lawyer's Income	★★★	★★
Air Conditioning	★★★★	★★★★★	Liquor (Alcoholic Beverages)	★★	★★
Aircraft (Sales of Airplanes)	★★★★★	★★★★★	Luggage	★	★★★★
Aircraft (Passenger Travel)	★★★★	★★★★★	Machine Tools	★★	★★★★★
Autos (New Car Sales)	★★	★★★★	Machinery (Agr'l)	★★★★★	★★★
Auto Tires	★★★★	★★★★	Machinery (Indus'l)	★★	★★★★★
Baked Goods (Bread)	★★★★★	★	Meats	★★★★	★★★
Baked Goods (Specialty)	★★	★★★	Metal Containers	★★★	★★
Banks (Revenues)	★	★★★	Motion Picture Receipts	★★	★★★★★
Beer	★★	★★	Musical Instruments	★	★★★★★
Building Materials	★★★★	★★★★★	Office Equipment	★	★★★★
Candy & Chewing Gum	★★★	★	Oil (Cooking)	★★★	★
Canned Fruits and Vegetables	★★★★	★★★	Paint	★★★	★★★★★
Cereals	★★★	★	Paper (Newsprint)	★	★★★
Chemicals (Misc.)	★★	★★★★	Paper (Wrapping and Container)	★★★	★★★★
Cigarettes	★★★★★	★★	Photographic Supplies	★★	★★★★★
Cigars	★★★	★	Physicians' and Dentists' Income	★★	★★
Clothing (Men's, Wo- men's & Children's)	★★	★★★	Plastics	★★★★★	★★★★★
Coal (Anthracite)	★★★★	★★	Printing and Publishing Equipment	★★	★★★★
Coal (Bituminous)	★★	★★★★★	Radios	★★★	★★
Cosmetics	★★★	★★	Railroad Equipment	★	★★★
Cotton Textiles	★★★★★	★	Railroad (Net Income)	★	★★
Dairy Products	★★★★★	★	Rayon Textiles	★★★★★	★★★
Department Stores	★★★	★★★	Real Estate Rentals	★	★★★
Diesel Engines	★★★★	★★★★★	Refrigerators	★★	★★★
Drugs and Medicines	★★★	★	Restaurants	★★★	★★★★
Electrical Equipment (Heavy)	★★	★★★★	Rural Stores	★★★★★	★★★
Electrical Equipment (Light)	★★★	★★★★	Shipbuilding	★★★★★	★★★★★
Exports	★★★★★	★★★★	Shoes	★★★	★★
Flour	★★★★★	★	Silk Textiles	★	★★
Furs	★	★★★★★	Soap	★★★★	★
Gasoline and Oil	★★★★	★★★★	Soft Drinks	★★★★★	★★★★
Glass and Materials	★★	★★★	Sporting Goods	★★★★	★★★★
Groceries	★★★★	★	Stationery (Commer'l)	★★★	★★★
Hardware	★★★	★★★★★	Steel and Iron	★	★★★★
Hotels	★★★	★★★	Sugar	★★★★	★
Household Products (Floor Coverings, Furniture, Beds, etc.)	★★★	★★★★★	Toothpaste and Mouth Washes	★★★★	★
Household Products (Kitchenware and Miscellaneous)	★★★★	★★★	Toys and Games	★★★	★★★
Imports	★★★★	★★★★	Trailers (Autos)	★	★
Insurance (Misc.)	★★★	★★	Travel (Sea)	★	★★★★★
Jewelry	★	★★★★★	Trucks	★	★★★★
Laundry	★★★	★★★	Utilities—Electric	★★★★★	★★★
			Utilities—Gas	★★★★	★
			Utilities—Telegraph	★★	★
			Utilities—Telephone	★★	★★★★
			Washing Machines	★	★★★★

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Encouraging Signs Detailed in Future Sales Ratings Survey

Among the numerous basically encouraging signs found in SM's monthly survey in connection with its Future Sales Ratings are the modified, business-stimulating Tax Bill which awaits only the President's signature before becoming law; indications of a more practical cooperation between business men and the Administration on business recovery; strong opposition in Congress to government competition with private utilities; outspoken optimism of some business leaders; the rise in housing activity, with mortgages selected for insurance by the FHA far ahead of last year and Secretary of Commerce Roper acting to push work further in this field; the exceptional activity in the aircraft and shipbuilding industries.

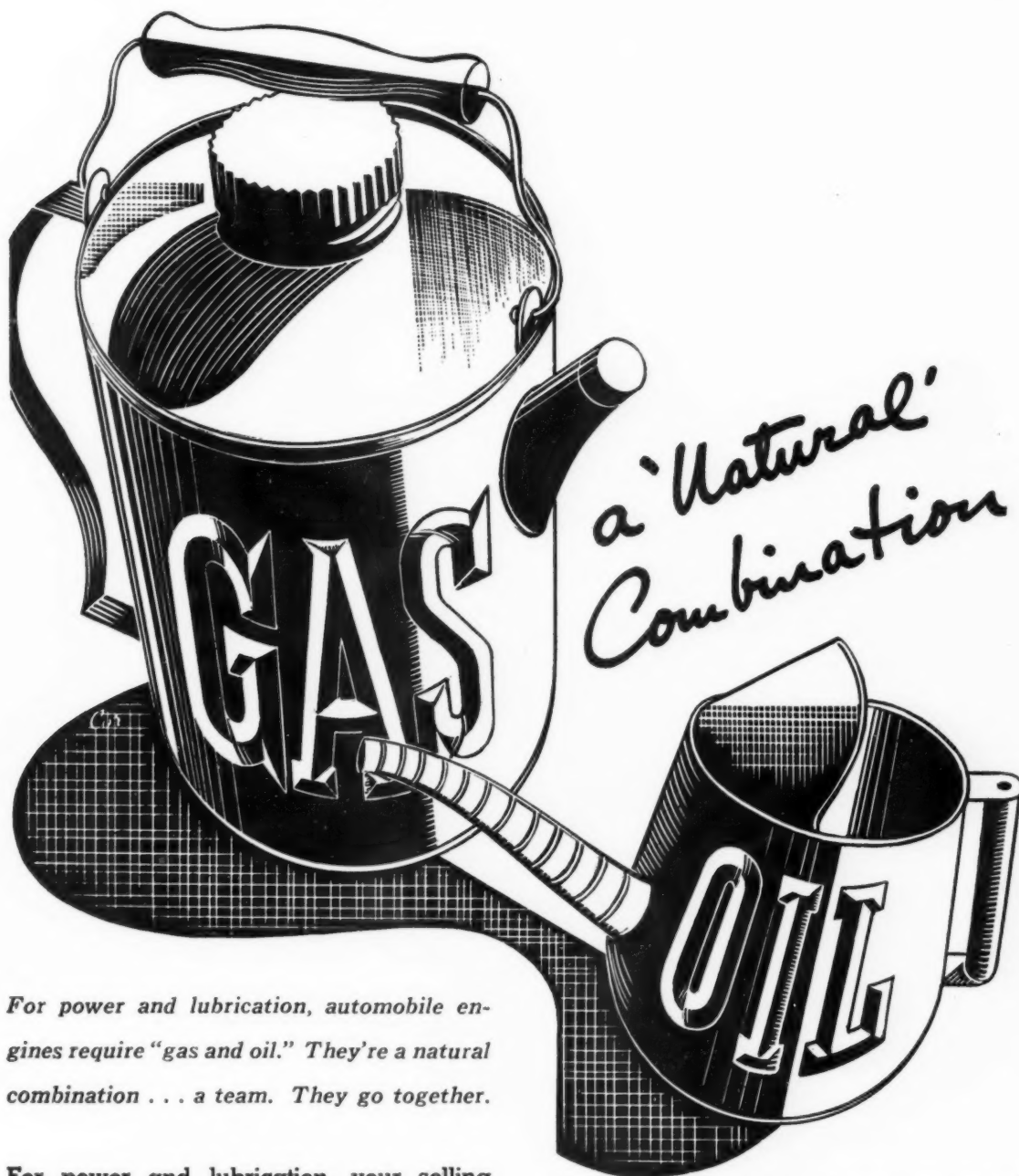
Supplementing these considerations are the generally sound nature of the banking structure (contrasting sharply with the situation in 1933); the tendency toward gains—though small—in business loans; the spurt in new financing with over \$300,000,000 in new offerings scheduled for the near future; the unusually low interest rates and abundance of credit for sound enterprise, both through private banks and the various government agencies.

Prepare for Fall Recovery

Moreover, the apparently huge domestic crops ahead (754,000,000 bus. Winter wheat crop currently estimated), as well as the facts that the Canadian Spring wheat output may be cut sharply (1,250,000 acre drop in plantings indicated) and the British and other war granaries are likely to buy heavily (60,000,000 bus. required for the British war granary alone), augurs well for domestic farm income which will also be bolstered by benefit payments from the Federal Administration.

It is interesting to observe the Bank of International Settlements' survey, which is cheerful on the world recovery outlook, with these broad-visioned bankers feeling that the recovery may be quick and general. This column feels strongly that the Fall recovery will be large, with present low prices in many lines likely to stimulate buying soon in anticipation of fundamental inflation pressure and the prospect of a sharp fillip to retail sales from the Federal spending program. Alert merchandisers will pave the way now.

SALES MANAGEMENT



For power and lubrication, automobile engines require "gas and oil." They're a natural combination . . . a team. They go together.

For power and lubrication, your selling machine in the Chicago market also requires a combination. For efficient, effective, economical coverage that combination should be Chicago's *only* Natural combination—the Morning Herald and Examiner and the Evening American.

These two great newspapers—each with a proved pulling power of its own—offer national advertisers more than 700,000

circulation at an optional combination rate of one dollar a line . . . offer national advertisers mass circulation that reaches the class market . . . and the cash market.

Use the Combination—watch your profits hit new highs.

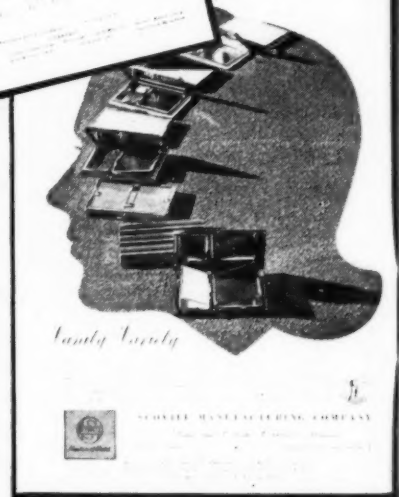
SUNDAY: For a week-end drive to your sales messages . . . for an advertising impact that reaches the entire family (more than 950,000 of them)—use the Sunday Herald and Examiner, with the market's lowest milline rate.

CHICAGO HERALD AND EXAMINER CHICAGO EVENING AMERICAN

*a 'Natural'
Combination*

NATIONAL REPRESENTATIVES: HEARST  INTERNATIONAL ADVERTISING SERVICE
Rodney E. Boone, General Manager

BUSINESS PAPERS and can



It is likely that the growing appreciation among industrial advertisers for the type of advertising which becomes part of selling is responsible for the fact that . . .

during the past 6 months the dollar volume of advertising placed through this agency has increased more than 25%!

Among the industrial clients using basic sales ideas and business papers in an effort to build during the depression are: American Mutual Liability Insurance Co., American Screw Co., Graton & Knight Co., A. C. Lawrence Leather Co., Phillips Screw Licensees, Scovill Manufacturing Co., Universal Winding Co.

No. 30

A series of discussions of
TYPICAL JOBS GOOD
BUSINESS PAPER ADVERTISING HAS DONE . . .
prepared by advertising agencies with outstanding
experience in the use of business papers . . . sponsored
by these leading business papers:

AMERICAN BUILDER
& BUILDING AGE, Chicago
BAKERS WEEKLY, New York
BOOT AND SHOE RECORDER, New York
BUILDING SUPPLY NEWS, Chicago
CHEMICAL & METALLURGICAL
ENGINEERING, New York
DEPARTMENT STORE ECONOMIST,
New York

ENGINEERING AND MINING
JOURNAL, New York
FOOD INDUSTRIES, New York
THE IRON AGE, New York
HOTEL WORLD REVIEW, New York
THE JEWELERS' CIRCULAR
KEYSTONE, New York
LAUNDRY AGE, New York

BASIC SALES IDEAS

help make your firm during a depression

The preliminary operations of buying go on, depression or not. Wherever there is equipment for manufacturing, it is constantly falling behind the capabilities of newer equipment. And a manufacturer has a lot of time when business is dull to determine how he's going to modernize when business gets better.

This agency has a theory that businesses are made during depressions, as well as wrecked. Which it shall be is not in the lap of the gods, as some may think. In any branch of industry that comes to prosper after the depression is over, there will be a few firms that will have built for themselves a sure reputation for leadership. And what are the methods for gaining leadership, during depression, among firms that sell to industry? A useful product — alert and aggressive sales management — an

idea built strongly into the product through advertising in influential business papers.

Business papers—it must be remembered—are missionary salesmen, not monuments for the inscription of self-praise. Therefore, the idea that is built into the product must strike hard at the problems surrounding the buyer's own self-interest. If it is a basic idea—true to the product and its relation to the market—it will help him to evaluate your product in terms of his own needs, rather than in terms of your hopes and prejudices. And if it is a sales idea—not just an advertising trick—it will be usable by salesmen and business papers alike, and can be made to work hard in a period when buyers have small patience with fine talk.

Few companies have ever reached leadership except by selling and advertising an idea.

J. T. Chirurg
BOSTON, MASS.



MACHINE DESIGN, Cleveland

MACHINERY, New York

POWER, New York

RAILWAY ENGINEERING &
MAINTENANCE, Chicago

SALES MANAGEMENT, New York

STEEL, Cleveland

Good Business Papers
Build Better Business

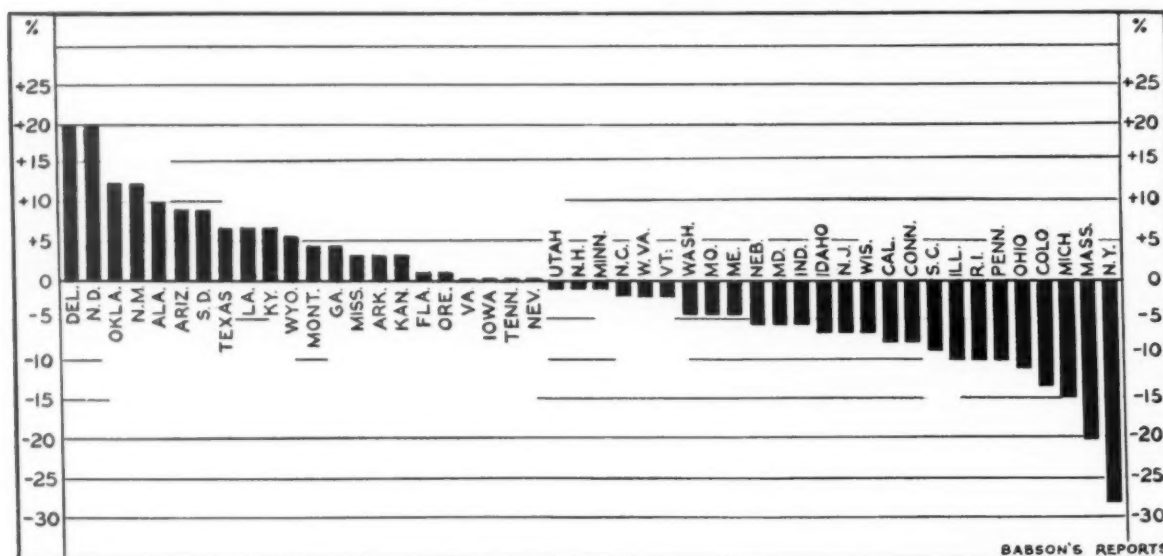
"WHERE BUSINESS IS BEST"

The following statement entitled "Where Business Is Best" and the accompanying graph "Sales Opportunities by States" are reproduced by permission from Babson's Reports, issue of April 11, 1938. Of the 14 states of the South, 11 are included in the group now showing most favorable sales opportunities:

"The chart on this page shows how the various parts of the country line up with respect to the general business situation in comparison with a year ago. At the left are the states where conditions are relatively most strong and active. At the right are localities which are comparatively unfavorable. In making these ratings we have taken the latest available statistics of general business as compared with the corresponding period of last year. This reflects the trend of the locality's major industries. Such a survey should be of help in laying out your advertising and

selling campaigns, and in handling credits and collections. "Broadly, this chart points to relatively favorable conditions in most of the Southern States. In the Northwest is another region where the local situation is somewhat above the national average. For the farming sections in total, it is estimated that Government payments to farmers during the next three months may be double the amount for the same period a year ago. Of the half billion AAA cash to reach farmers between now and July, some \$250,000,000 is scheduled for the South. . . ."

SALES OPPORTUNITIES BY STATES



IN THE SOUTH

It's in the towns of less than 10,000 population where retail sales are most strongly influenced by cash farm income—\$2,151,947,000 in 1937, \$250,000,000 in AAA cash "between now and July," millions being received regularly each month from the sale of crops, livestock and livestock products. It's this big rural market that's building sales opportunities in Southern states.

To influence sales in this territory manufacturers

are choosing *Progressive Farmer*, the South's Leading Farm-and-Home Magazine, because it affords at once (1) wide coverage, (2) dominant influence, and (3) economy of coverage not equalled by any other publication in this field.

Progressive Farmer
and Southern Ruralist

BIRMINGHAM RALEIGH MEMPHIS DALLAS
250 Park Avenue, New York Daily News Bldg., Chicago

"IN THE RURAL SOUTH, IT'S PROGRESSIVE FARMER"

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending June 1, 1938:

Sales Morale

Probably most of our readers will agree with George W. Mason, president of Nash-Kelvinator, that the American salesman's morale is currently at a very low point—but that this morale can be built up, and if so it will be a magic key to better business.

• • • His much-publicized selection of Lincoln, Neb., as a proving-ground for his belief that "there are plenty of people left with the ability and the willingness to buy if the salesman presents his product so as to awaken a desire for ownership stronger than the fears that have kept people from satisfying their normal needs," resulted in the first day of the drive in the uncovering of 123 prospects definitely interested and the actual sale of 44 household refrigerators, four washing machines, two electric ranges and two ironers.

• • • The attempted proof in Lincoln and surrounding territory that sound, persistent selling methods are as effective today as they always have been, will be the forerunner of a nation-wide campaign of the Kelvinator organization based on this principle.

• • • WHICH IS BETTER—free goods and special deals and rebates, or the same amount of money converted into advertising and sales promotional activities? James B. Melick, vice-president of Seagram-Distillers Corp., votes for the latter and predicts that business could be increased from 10 to 15% throughout the country if manufacturers, wholesalers and retailers would join in a movement to eliminate all free goods, deals and rebates. Use of the funds for advertising and sales promotion would, he predicted, boost sales and more firmly establish markets.

• • • ANOTHER USE FOR ADVERTISING was suggested the other day by Merryle Stanley Rukeyser, economist and business commentator for the Hearst newspapers. He thinks that the many people complaining of disappearing Americanism could and should contribute to a great national advertising campaign to prevent the submerging of old American business and social traditions. As an example of what could be done, he called attention to the practice of the Walgreen drug stores in printing on the backs of their menu cards stories dealing with the part which old American principles have had in building the nation.

• • • THE BUSINESS RECESSION is like the weather—while it's raining in the East the sun may be shining in the West, or vice versa. Thanks to Vernon Myers of the Des Moines Register-Tribune for that sound observation.

• • • MACY'S LATEST ESTIMATE is that retail prices on over 4,000 branded, patented and copyrighted articles have been raised about 14.3% on the average since the passage of the New York Feld-Crawford and the Tydings-Miller amendment to the Sherman act.

• • • NEW BUYING TRENDS seem to have been set about by the five-day week and the Saturday half-day.

JUNE 1, 1938

A survey made among 256 department stores by the Northwestern National Life Insurance Co. shows that while the American public is retrenching on jewelry and even on vacuum cleaners, it continues to spend on golf sticks, fishing tackle and musical instruments. Sporting goods and pianos bucked the general down-trend during the first quarter of this year with increases of 6.7% and 6.8%, respectively, over the corresponding quarter of 1937.

Current Income Level

the Bureau of Foreign and Domestic Commerce.

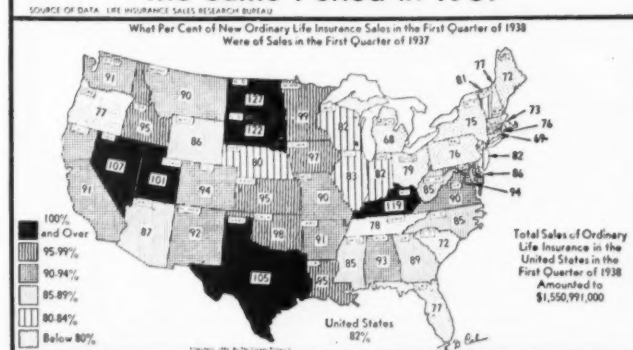
Total income payments to individuals during the first quarter of 1938 were 5.4% lower than in the corresponding period of 1937, according to the estimates of

• • • Compensation of employees was down 7% over this period, while aggregate dividends and interest payments were 2.4% lower and entrepreneurial income only slightly below. The seasonally-adjusted index of income payments declined fractionally from the February level of 80.7 (1929 equals 100) to 80.5 for March and is now 9% below the recovery high of 88.6%, recorded in August, 1937. The March decline was the smallest recorded since last August. Readers interested in following these income estimates may secure them from the weekly supplement to the Survey of Current Business.

• • • The national income chart tends to advance almost steadily in times of increasing business activity and to decline almost constantly in periods of declining business activity. It differs from such indices as those of industrial production, or security prices, in that a line representing its course has few changes in direction except at major turning-points at peaks of recoveries or bottoms of depressions.

• • • SPEAKING OF GOVERNMENT REPORTS reminds us that big business is much more cooperative than little business—and this may be one reason why businesses become big. An analysis of the manufacturers which voluntarily cooperate with the Marketing Research Division of the Bureau of Foreign and Domestic Commerce shows that

Life Insurance Sales in the First Quarter of 1938 Compared with the Same Period in 1937



the average size of these cooperators who turn in monthly data on their sales, collections and stocks on hand is just seven times as large as the average of all American manufacturers. The answer isn't that only the large firms are asked to cooperate. All sizes and types are urged by the Bureau to send in their figures.

● ● ● PAUL WILLIS, OF THE AGMA, says that the current wave of price-cutting in the grocery field is the most damaging ever experienced and is the least justified. He says it is increasingly evident that the majority of distributors now want a law in each state, binding on all dealers alike, which will establish a minimum floor price. Manufacturers, he says, are ready to help them get it.

Trends From A. M. A.

The American Marketing Association held its Spring meeting at Washington's Mayflower Hotel May 20-21, and most of the speakers were in agreement that

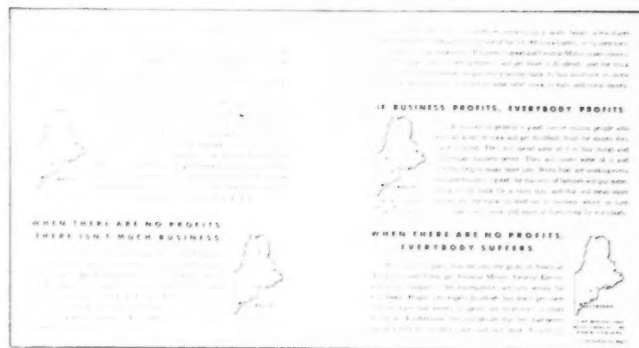
it is under-consumption rather than over-production which represents the greatest stumbling block to real prosperity.

● ● ● Clarence Francis, president of the General Foods Corp., said, "Why have we let the impression get abroad that our greatest longing is to cram down customers' throats a lot of things they don't want? Do you have too many suits of clothes, too many shirts, shoes, and hats? Too much fine furniture and mechanical equipment to relieve work? Are you and your communities overloaded with the most efficient motor cars, the most modern homes, offices, stores, factories, and public buildings? When the President declares that a third of the nation is ill-fed, ill-clothed, and ill-housed . . . he is stating a goal for business as well as government, regardless of whether we agree with him on the fractions. And when he says that, he is presenting you with a magnificent challenge to justify *your* mission in life . . . and to go after perhaps the greatest potential home market the world has ever known!"

● ● ● An expert on the other side of the fence—D. E. Montgomery, sales counsellor of the AAA—agreed with Mr. Francis, and in his talk said, "Reports of the Consumer Purchase Study which are now coming out are showing the serious extent of *under-consumption* that exists among millions of families at the low end of the income scale. To me this suggests that marketing research should find out what can be done to increase consumption among the low-income families, but I imagine that your interest will center largely on pointing out from these reports that there is a large part of the population with which the business of selling and advertising need not concern itself."

● ● ● Speaking of the relation between government and business, Mr. Montgomery said, "One, and only one, commercially-sponsored consumer activity seems to me to be doing a first-rate, above-board consumer job. This is the Consumer-Retailer Relations Council and the Consumer Committee in the American Standards Association which together are being promoted and assisted by the National Retail Dry Goods Association. I offer it as proof that business can take part in the consumer movement by means that are honorable and dignified and with due respect to the independence and integrity of consumer leaders."

● ● ● John Benson, president of the American Association of Advertising Agencies, told of the efforts which



These are two pages from one of a series of 13 bulletins prepared by the S. D. Warren Co., Boston, designed to present the story of American business to its own 2,000 employees. The bulletins discuss such subjects as who owns business—what enters into the cost of goods—who sets the price of goods—should business be big or little—who puts up the money to run a business. The bulletins are available to SM readers.

the association is sponsoring to clean up the 10% fringe of misleading and offensive advertising and said, "We are launching a Consumer-Advertiser Council to stem the tide of misunderstanding. It will have three major functions: To keep in touch with the consumer movement everywhere, find out what women think and how they are being influenced against us; produce or procure the facts and have them properly disseminated where they are needed and invite complaints from responsible consumer sources, about advertising or any phase of it, or any campaign, to be honestly investigated, explained or adjusted by the advertiser involved. This would give the women a court of redress, and the advertisers a means of knowing what consumers think about their copy."

● ● ● At a luncheon meeting Lawrence Sloan, vice-president of Standard Statistics, was moderately bullish in a review of business prospects. His concluding remarks were, "Business for several months past has been making a straight line at depression levels, rather than sinking to new lows month after month. There is ample reason to assume, therefore, that we are in the clean-up stage of the depression . . . the final stage. Things are likely to be somewhat better in the late Autumn—after the new automobile models have been introduced; after the now maturing agricultural surpluses have exerted their full force upon prices; after existing uncertainties as to the prices of certain basic industrial items have been removed. In the normal course of events, 1939 should be a better year for industry and trade than 1938; 1940 should be still better."

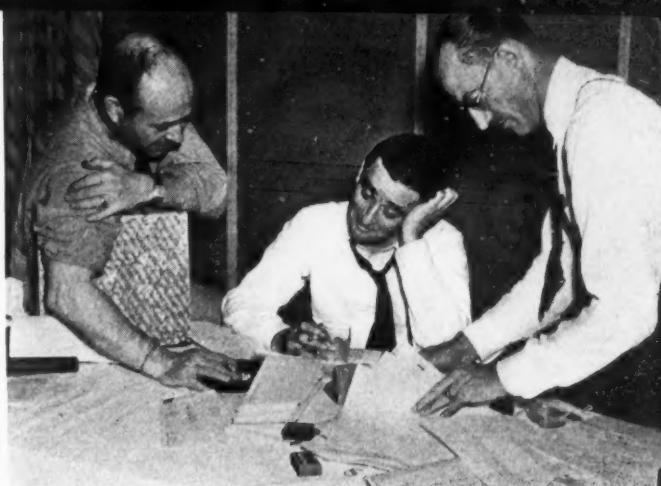
● ● ● RADIO SET OWNERSHIP continues to increase and the Joint Committee on Radio Research estimates that as of January 1 this year, 26,666,500, or 82% of the estimated United States families, had one or more radios. This does not represent the total number of radio sets, since there is more than one radio in many homes as well as radios in automobiles, stores, institutions, et cetera. One of the broadcasting company officials proudly points out that it took 60 years to reach 12,500,000 telephone-owning homes and 57 years to account for 22,800,000 electrically-wired homes, but that it took only 17 years to show the 26,000,000 homes with receiving sets.

● ● ● By states the radio homes range from 42% in Mississippi to 95% in Pacific Coast states. Those sections below the 82% average are West North Central 80%, South Atlantic 65%, East South Central 60%, West South Central 65%, and Mountain 80%.



Before the Fireworks: (Left) Six hundred registrations and all set to go ("We're gonna make this convention a pace-setter for all future ones!") Left to right, E. F. Anderson, secretary-treasurer, Dallas Sales Managers Club; Bentley Young, general chairman of the convention, and "Smoke" Ballew, retiring president.

—And After the Ball Was Over: (Right) Post mortem, liquid refreshment, and the same trio all washed up for dear old Dallas.



Federation Doings in Dallas

The semi-annual convention of the National Federation of Sales Executives, held in Dallas on May 19-20-21, provided more irresistible photographic material than SM's report of the meeting (see page 42) could possibly accommodate. Some of the highlights are shown here, some with the story . . . but many a swell shot is left to languish in our files, space limitations being what they are.

(All convention photos by Parker-Griffith, Dallas)



Down the Hatch: Our convention statistician reports consumption of Dr. Pepper and Coca-Cola (free as air) at the two big bars in the lobby as 7.2 gallons per capita for the three-day meeting. In the well-known l. to r. are Bob White, Eckerson Fruit Cannery, Inc.; Morris L. Pickus, president, Personnel Institute; Charles Collins, Pfaltzer Bros.; J. C. Aspley, president, Dartnell Corp.; E. W. Ranson, Harrower Laboratory; Milton G. Crume, assistant director of sales, Butler Bros., all of Chicago.



Penn Meets Texas: (Above) Harold Cowell, representative of the Sales Managers Association of Philadelphia, tells Carl Wollner, president of Panther Oil & Grease Mfg. Co., Ft. Worth, what he thinks of SM's Marketing Pictographs exhibit.

Howdy, Pardner: A Dallas belle pins a welcoming flower on Judson Sayre, vice-president in charge of sales of Bendix Home Appliances, Inc., South Bend — a small sample of Texas hospitality.



What Comes Next? (above) C. D. Garretson, president, Electric Hose & Rubber Co., Wilmington; J. Frank Martino, gen. s.m. Butler Bros., Dallas; and K. N. Merritt, gen. s.m., Railway Express Agency, N. Y., study the program.

Reluctant Rivals: Contributing to the glory of Dallas are W. J. Clingman, plant s.m., Swift & Co.; T. A. Platt, s.m., Armstrong Packing Co.; Victor LeMay, vice-president, Evans & LeMay, Inc., all of Ft. Worth.



B Y

PAUL B. ZIMMERMAN

*Vice-President in Charge of Sales,
Norge Division Borg-Warner Corp.*

A New York lawyer turned to a group of business men the other night and said, "You wouldn't be talking about 'saturation' if it weren't that you're smug—and unwilling to admit that there are millions of others who want and need the same well-furnished homes that you have . . ." Mr. Zimmerman agrees that the millions want more products, better products, and that these wants, plus good salesmanship, will put the saturation point generations ahead.



If Only We Believed in Ourselves, Then We Could Do So Much!

CONDITIONS are never as dark as they appear, and the outlook in the appliance fields this Spring and Summer should be bright—unless we become corroded by misconceptions.

I have recently concluded a coast-to-coast trip, talking with hundreds of appliance merchants and salesmen. For the most part, they are enthusiastic. A frightened fraction, reading scare headlines in newspapers, loaded with inventories they should have moved, or having been blighted by the dip of the stock market, think the country is going to the dogs along with all its market foundations. Fortunately they are a minute fraction of the whole; but they are crowded down by misconceptions of the 1938 marketing picture that must be cleared away.

There is a sales highway for the transference of impression travel just as definitely as there are country roads for physical transportation. And as surely as it is wisdom to clear the weeds from the side of a physical road, it is even more important to clear the tracks for effective thought travel. I conceive that to be our task in 1938.

Let's examine a few of these current misconceptions and discover what,

if any, factors are against us from the selling standpoint. Perhaps we can clear away the debris that litters our conceptions of a larger market opportunity this year. Let's do it impartially, analytically, giving the devil of doubt his due.

Misconception No. 1: There are a limited number of people who say that because the appliance industries have had such flourishing sales during these past few untoward years their market has become exhausted and we can look for a decline. They have forgotten that, among the better than 22,000,000 electrified homes, over 20,000,000 need electric ranges, over 11,000,000 need vacuum cleaners, nearly 12,000,000 need refrigerators, and over 10,000,000 require electric washers. The market is there; but is the persuasive type of salesmanship there that is required to induce a purchase? We have been for too long thinking of the royal road to a dotted line. Now, it's up to all of us to go out and sell! Can we do it? I think we can—if we will forget our misconceptions from the selling angle.

Remember that the American market turns over each ten years—that each year there are 2,500,000 brides

who begin a new life, and want greater electrical comfort than ever before. These don't happen to say "yes" in any one locality. Marriage is universal. This normal increment of the newly married, wanting the electrical best and freed from depression hazards so that they may live in their own homes, enlarges any local market to the size of what has been sold even in our best appliance years—if we will go out and sell them. In addition, we have the fertility of the unsold field to cultivate. Should we continue to be bothered by misconceptions, politics, and the negative mess that drop us into a lower order of selling performance?

Misconception No. 2: Salesmen run into so many prospects who don't want to buy. I believe, instead, that salesmen mistake a buying objection for a signal of lack of interest, when they should, as salesmen, recognize that it is a flag for buying intention.

When any of us desires anything he sets up a smoke screen, does he not? If we want anything badly enough, we begin to throw up objections to block our own desires. If there are more objections to purchase right now, it is innate proof of the prospect's greater

interest. Negatives are a signal that we are getting close to the dotted line.

Nothing impels a homemaker, as Spring comes along, so much as shopping. Business street traffic increases manifold. And, because shopping and buying is her greatest outdoor sport, she surges forth with confidence. She realizes that this is the most persuasive of the seasons to her husband—he after all, must say “yes” to the economic side of the household. She wants to buy, to enrich her homelife, to gain greater protection for her children, greater homemaking efficiency for herself. She is afraid she will overstep so she says “no” when she doesn’t mean it—but you can’t stop her from looking. Objections are at this season a misconception, if they make you believe she doesn’t want to buy.

Misconception No. 3: In 1938 appliance prospects have little buying intent or ability to buy. This misconception seems to be particularly prevalent just now. It can be disproved from every angle.

First, in a Norge nation-wide survey among 24,751 homemakers, the buying intent for major appliances in 1938 was stated as 30.5% for refrigerators; 24.7% washers; 20.1% gas ranges; 29.6% electric ironers; 11.8% electric ranges. Norge market predictions, last year within 25,000 refrigerator units of actuality, have been geared to this research technique.

Second, there can be little doubt that we have buying capacity, even though the Federal Government reveals that more than 10,000,000 are unemployed. Income is up nearly \$15,000,000, compared with three years ago, in spite of the recession. Nothing can contribute more to wholesome national welfare than the enrichment of homelife. Nothing can be more beneficial, nor desirable. Electrical appliances are a more enduring and certain invest-

ment than any stock exchange transaction. We have the consumer ability—it remains for appliance salesmen to demonstrate

Misconception No. 4: The average appliance prospect now wants to buy on price. On the basis of national research, the average woman shops now for value at a price. This is evidenced in the following tabulation on buying influences in relation to refrigerators of thousands of homemakers, well dispersed throughout the country. The results of the Norge 1938 study are compared with similar Norge surveys in the past five years.

The reader can argue from his personal viewpoint but it is useless to criticize such an authentic and impressive tabulation. The laziest man can sell on a price basis—the true salesman recognizes the necessity of value-selling of vital differences off the price basis. And he is never so much a salesman as when he sells that way. It is sound. It is safe.

There are other misconceptions which we must rub out of our minds if we are to do the sales job that is possible for us. Misconceptions as to outlook, the contemporary political significance, the tendency to hide behind pseudo-selling resistances that in any good time would not amount to a tinker’s darning needle. We love the negative. We prefer to be defeated. We would accomplish *so much* if only we believed in ourselves.

There is a simple way to be constructive and positive: Realize that nothing is so important as the enrichment of home life with electrical appliances. Realize that we are artists engaged in the introduction of a better order of living. Realize that we have a profound sales educational task to perform. Realize that we are sales prospectors of a new terrain. Then, with this bundle of realizations, let’s go to work.

These Are the Factors Which Influence Refrigerator Purchases

	1934	1935	1936	1937	1938
Convenience	16.2	16.6	26.3	20.0	25.7
Use Savings..... (see economy)	17.0	16.5	15.0
Mechanism	15.4	15.3	14.6	16.4	18.6
Economy	31.5	31.0	14.0	11.4	7.9
Maker	10.0	11.7	10.4	10.2	10.3
Beauty	8.5	7.1	6.4	6.8	8.5
Dealer	6.2	6.9	4.6	4.6	4.0
Price	5.0	0.2	0.2	2.5	2.0
Appetite Appeal....	1.2	2.1
Other Reasons.....	12.1	11.4	6.5	10.6	5.9
Ave. number of reasons given....	1.22	1.43	1.35	1.40	1.38

Public Smacks Lips Over Oyster ‘Samples,’ So Growers Profit

Oyster demonstrations sponsored during the past season by the New England Oyster Growers’ Exchange have been so convincing in their effect that about 12,000 people bought and ate some 72,000 oysters on the half shell. They enjoyed paying 15 cents for the privilege of sampling six oysters.

Under the general management of A. H. Payne, formerly associated with the Outdoor Advertising Agency, and N. W. Ayer & Son, the oyster growers last Fall started to stage a series of oyster opening demonstrations in leading New England markets.

The idea has gone over with a lot of publicity and good profit to the Exchange and cooperating retailers. Dealers make a profit of \$10 to \$15 a barrel.

One dealer sold 40 barrels during the demonstration; another’s sales doubled; and another sold out his entire fish stock early one Friday afternoon. One dealer who had never sold more than 30 gallons a week sold 27 gallons in one day. Another reports “the biggest fish business in seven years”; and another dealer increased shell fish sales about 250%.

Champion Shucker Is Lure

Demonstrations have been held in leading New England cities on a schedule of bookings made by Mr. Payne, who has visited retailers, telling of the marked success of previous demonstrations and describing the big drive being staged by the Exchange to boost New England oysters.

Dealers pay for the oysters, the materials necessary for serving them, and a girl to serve. The exchange furnishes the oyster shucker, usually Manuel Tavares, the world’s champion shucker, who can open 100 oysters in 4 minutes 52 seconds. The exchange also furnishes window streamers, materials for window displays and other dealer helps.

It is the oyster shucking champion who draws the crowd. A good demonstration brings out about 3,000 persons. The event is advertised by the Exchange each day in local newspapers, in space additional to that used by the local merchant. And it is of such genuine news interest that newspapers pick it up and give the event some fine news notices.

The New England Oyster Growers’ Exchange has nine members, which is



This window display, designed and constructed by students of the Rhode Island School of Design, is typical of the salty tang in all promotion of New England oyster Growers' Exchange. Displays and extensive sampling have paid dealers well by increased sales.

all but two of the firms operating on Narragansett Bay. Exchange members include the largest oyster growers in the world. Members may make sales on their own initiative, or through the Exchange. If the Exchange gets the business, the grower pays a fee of five cents a gallon in New England and one cent outside that area. Exchange orders are filled in standardized containers featuring a New England lighthouse and outline map, similar to those used on all dealer helps and printed pieces.

The Exchange is selling oysters throughout the world, even to England, Paris and other foreign cities. Outside of New England, the Exchange sells to 48 states. Chicago is a better customer than Boston, and Denver is a fine oyster market. Large quantities are sold along the Pacific

Coast, with about 60% of all sales outside N. E.

In addition to the Exchange's fee for sales, it receives a flat gallonage fee for publicity and other expenses; and it profits from the sale of barrels, cans and boxes, which the Exchange can buy and sell to members at less cost to them, and at a profit to itself.

The Exchange has been instrumental in bringing forth valuable selling themes for these northern oysters,—themes that have helped in a major way to skyrocket oyster sales. These oysters, they say, have Vitamins A, B, C, D and G; they are washed, graded and packed; they are the highest priced oysters in the world, which indicates their widespread acceptance; they have fuller flavor; and they have more solid food content than competitive oysters.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Papers and Dealer Helps]

Dew Days

However much coal dealers and mitten manufacturers dislike warm weather, to other lines it is really the good old Summer time. Pearson Pharmacal Co., for instance, proprietor of Dew deodorant, regards a soaring thermometer with satisfaction.

Starting with June issues of these magazines, Dew will advise women that "in moments of excitement Dew will keep your secret":

Fawcett Women's Group, Macfadden Women's Group, Modern Magazines, Screenland Unit, *Picture Play*, *Photoplay*, *True Story*, *Good Housekeeping*, *Ladies' Home Journal*, *McCall's*, *Pictorial Review*, *Women's Home Companion*, *Holland's*, *Cosmopolitan*, *Yon*, *Redbook*, *Vogue*, *Harper's Bazaar*, *Mademoiselle*, *Parents'*.

Simplicity, and in *This Week* and *The American Weekly*.

Combined circulation of these publications, say Kimball, Hubbard & Powell, N. Y., agency in charge, is over 42,000,000.

Nichol-Kola

H. R. Nicholson Co., Baltimore, figures that if baseball and racing fans are introduced to a beverage between innings and heats they will carry a liking for it to other places. Hence, concessions for Nichol-Kola at 51 ball parks and tracks have been lined up by Stewart-Jordan Co., Philadelphia agency in charge.

In addition, ads in newspapers throughout the country; a 15-minute, thrice-weekly program over station WIP, Philadelphia, and space in Na-

tional Carbonator & Bottler, National Bottler Gazette, Western Bottler and Southwestern Bottler have been scheduled.

Nichol-Kola, one of the newest of the Cola drinks, has been on the market about two years. Its chief sales advantage is a 12-ounce bottle for a nickel—twice as much as the usual nickel cola carbonation. Stewart-Jordan have built the ad campaign around a slogan, "When You Think of the Name, You Think of the Price."

Fetch Aft the Rum!

"Rum's the stuff to warm my copper nose," sang Poet Laureate John Masefield's "Old, Bold Mate of Henry Morgan." Rhum Negrita, product of Schenley Import Corp., is inclined to agree with him, by implication at least. It is using the theme, "Furious Earth (picture of volcano erupting) created this lovely limpid rum . . . Lava that once rained terror upon the Isles of Martinique in the West Indies and Reunion in the East, today enriches their soils . . . makes the sugar-cane of these tropic islands world-famous for the distilling of rum . . . These superb rums are voyaged 10,630 nautical miles to Bordeaux, France, and blended . . ."

Rhum Negrita hot copy is appearing in *Esquire*, *New Yorker*, *Liquor Store & Dispenser*—placed by Brown & Tarcher, N. Y. agency.

Don Q. Puerto Rican rum (spelled without the French "h"), is one of National Distillers' brands. Alex D. Shaw handles the importing. Volcanoes don't belch in Don Q ads, now running in *Life*, *Newsweek*, *Esquire*. Instead, pictures of plashing waterfalls, palm trees, moonlight, and winding, mossy ways portray the slogan, "Take from the tropics the secret of cool drinks." Lawrence Fertig, N. Y. agency, is in charge.

Both campaigns will extend through the Summer. Whether you prefer rum hot or rum cold, you are certain to be exposed to the enticement of this sugar-cane distillation.

"Only \$1.98"

In 1936, after 38 years as a non-advertiser, H. B. Davis Co., Baltimore paint firm, started its first publicity in newspapers of 37 cities. It clicked. This year's copy, released by Van Sant, Dugdale, Baltimore agency, appears in papers of 112 eastern and southern cities. "Davis Dramas" are on the air over 17 stations in the same sales territory.

Harry B. Davis heads the company which he founded in 1898—the only important paint concern controlled and

SALES MANAGEMENT

operated by its founder. This fact is emphasized in ads where Mr. Davis gives customers his advice, based on 40 years in the paint business. Typical headlines make use of odd-number figures: "You can make the porch floor scuff-proof for only \$1.98." "You can repaint your kitchen for only \$3.39."

Smoke Tests

Brown & Williamson Tobacco Corp. is seeing how Twin City citizens take to Sir Walter Raleigh pipe tobacco in a new foil package. Large newspaper space in Minneapolis-St. Paul (through BBDO) declares, "We've taken a special foil—run heat along all the seams—fused 'em—and made the first really air-tight tobacco pouch." A daily program on KSTP is additional.

In Philadelphia R. J. Reynolds Tobacco Co. has been utilizing radio stations to ascertain smokers' reactions to George Washington tobacco. Wm. Esty, N. Y., is the agency.

Both agencies, of course, won't begin any national tub-thumping unless and until results of the trials are satisfactory.

Toot That Whistle

New York Central Railroad gets up a mighty head of steam in honor of its crack 20th Century Limited's 36th anniversary, June 15. Spreads in *S.E.P.*, *Collier's*, and *Time*, plus space in some 100 papers along its right of way, tell passengers of "many features in style and comfort heretofore unknown in travel."

This is the first double spread for the Century since 1929 and the whole program is the largest for the train in nine years, according to Lord & Thomas, N. Y. agency. Reason for the blast is that the "new 20th Century

Worthy Winner: To promote Father's Day, June 19, the New York Sun offered a prize of \$500 for the best series of ads on that general subject. Copywriters in and around New York were eligible. Theodore S. Garrett, of Young & Rubicam agency won. A sample of his series of four ads is reproduced, and if you read the copy you'll understand why the judges made a wise decision. Newspapers in other cities will be permitted by the Sun to use the ads in creating more business for merchants—and for presents to Father.

... first all-room train . . . streamlined . . . air conditioned . . .", on which running time has been cut a half hour to only 16 hours between Chicago and Manhattan, requires a fitting send off.

Pennsylvania's competing Broadway Limited, not to be outdone, also begins a 16-hour schedule on the same day. Pennsy's "Fleet of Modernism"—the Broadway, General, Spirit of St. Louis, and Liberty limiteds—get a *Post* spread this month as well as newspaper inser-

tions in N. Y., Philadelphia, Washington, Chicago, and possibly other towns. Al Paul Lefton, N. Y., is the agency.

Medalist

E. A. Kline & Co., N. Y., is sending 150,000 copies of a booklet about "Medalist" cigars to "prominent Americans" all over the country. The mailing is one of the largest seen in the tobacco industry for many years.


Handsomely printed in four colors, the booklet's title, "It Ended in Sumatra," indicates the story of President Kline's search for the perfect cigar wrapper. Other pages illustrate and describe Medalist gift packages, sizes, shapes. An accompanying letter from Mr. Kline invites readers to send for an introductory box of Medalist cigars at a special rate.

William Irving Hamilton, Inc., N. Y., is the agency.

Tuning for All

RCA Victor is in a state to gladden the heart of any adman. The more money is put into advertising the more radio and Victrola instruments are sold. From time to time SM has been recounting this non-vicious condition in the Camden firm, and now again it has been repeated.

(Continued on page 47)



When Pop was 21 . . .

Pop (as married):
Pop and children:
Pop (as single):
And Pop never took a vacation:
When I married, in 1924:
When I married, in 1924:
When I married, in 1924:
When I married, in 1924:

When I had a chance to get a job out of town Pop said, "Take a look like a man, son." So I went down to the factory in the city where we should have been.

Pop's reply:
The way is still there. And he's still on the old job.
It's a good 15 months since I've seen Pop. (Home is only 4 hours away.) My letter writing. You should visit home more often. But don't tell Pop I suggested it.

He wouldn't like it that way—
Good old Pop:
For we have become more the neighbors' friends. Holding up the hand, I would like to write a month's letter. Because about his son in the big city. Because, and he's late to hear.

Good, for we three ought to be a Father's Day every day of the year!

The Sun

Remember Your Dad . . . Father's Day is Sunday, June 19th.



Third Dimension: Cara Nome cosmetics are currently utilizing this unusual counter and window display. Set off in high relief from the central column is a plastic mask. The illustration, in central oval, pictures the cosmetics, while below, placed on a protruding shelf are the actual wares. At left, the smaller display may be used separately if desired. Metallic foil acts as a background to the young lady. Einson-Freeman Co., Inc., Long Island City, N. Y., created and lithographed it.

Highlights of the Drug Store Survey

Place: Chicago and its metropolitan area.

Time: April 25 to May 2, 1938.

Investigators: Field workers of Ross Federal Research Corp., under assignment from SALES MANAGEMENT.

Respondents: 24% of all independent druggists.

Questions: "What five products do you like to sell most?" with spaces provided for checking one or more of ten printed reasons and for writing in others.

"What five products do you like to sell least?" with no printed reasons shown, but with spaces provided for writing in one or more.

Results: Druggists conformed to normal retailer pattern in mentioning mark-up and turnover most frequently. They showed bitter resentment at a number of manufacturers for failing to register under the Illinois Fair Trade law. See tabulations for details. Nationally advertised brands received 98.3% of the "most liked" mentions.



Ewing Galloway

Chicago Druggists Vote on Brands They Like to Sell Most—and Least

Five hundred independent druggists in Chicago and its outlying area explain to Ross Federal interviewers their attitude toward specific companies and brands. Alka-Seltzer, Bayer and Dr. West are most liked. Pond's, Ovaltine and Philip's Milk of Magnesia are most disliked.

THE five manufacturer's sales points which seem to appeal most to independent druggists are, in order of their importance:

- Mark-up
- Turnover
- Consumer advertising
- Stabilized resale prices
- Quality of product

These conclusions are drawn from interviews with 500 independents in the Chicago area (396 in Chicago proper, Gary 15, Evanston 10, Oak Park 15, Cicero 10, Joliet 10, East Chicago 10, Hammond 10, and 24 in other communities out as far as Elgin). The 500 interviewed represent a 24% sample of the area.

Ross Federal interviewers, acting on assignment from SALES MANAGEMENT, first asked the druggists, "What five products do you like to sell most?" Spaces on the questionnaire blank were provided for filling-in non-competitive products, and then druggists were asked to tell *why* they liked to sell each product they had named. Ten reasons were printed on the blank, and druggists were told to check the one or more which applied to the particular brand. The reasons were:

1. Turnover
2. Salesmen
3. Store and window display
4. Quantity discount

Chicago Druggists Like Most to Sell These Products

The first column shows the number of independent druggists (out of 500 interviewed) who mentioned the company brands. Other columns show the number who mentioned each of the five reasons most frequently advanced as a reason for liking. The listing is confined to brands mentioned four or more times, and the grouping is by companies if the brand name is the same as the company name.

Products	No. of Mentions	Consumer Advertising	Mark-Up	Quality of Product	Turnover	Stabilized Prices
A. D. S. Products	53	1	46	17	30	10
Abbott Products	16	2	12	4	9	6
Alka-Seltzer	234	114	184	24	191	110
Anacin	24	2	20	..	24	2
Elizabeth Arden Products	11	9	10	5	7	4
Armand Products	42	18	36	9	21	17
Bauer & Black	7	..	6	2
Bayer Products	193	126	144	34	170	66
Bell's Cleaning Fluid	4	..	4	3	..	2
Bisma-Rex	9	..	7	6	4	2
Boyer Products	31	..	29	11	15	5
Bromo-Quinine (Grove's)	5	..	3	2	4	..
Bromo-Seltzer	53	10	41	4	45	20

(Continued on next page)

5. Quality of product
6. Mark-up
7. Deals and free goods
8. Advertising on radio
9. Advertising in newspapers
10. Advertising in magazines

Half of the druggists saw the reasons in the order named above, the other half in reverse order.

The Most-Liked Brands

The first 20 brands or companies were:

	% of Druggists Mentioning
1. Alka-Seltzer	47
2. Bayer Aspirin	39
3. Dr. West	30
4. Colgate	30
5. Squibb	21
6. Ex-Lax	12
6. Pepsodent	12
6. Max Factor	12
9. A. D. S.	11
9. Bromo Seltzer	11
11. Sal Hepatica	10
11. Vick's	10
13. Coty	9
14. Parke, Davis	8
14. McKesson & Robbins	8
14. Mead-Johnson Products	8
17. Eastman Kodak	7
18. Johnson & Johnson	6
18. Boyer Cosmetics	6
18. Phillip's Milk of Magnesia	6

Druggists gave many more reasons for liking to sell specific products than did the New York grocers who offered mark-up, quality and turnover as 95 out of every 100 reasons.

The druggists mentioned these most frequently:

	%
Consumer advertising	14.2 ³
Deals and free goods	2.1
Mark-up	30.3 ¹
Quality of product	9.9 ⁵
Quantity discount	1.9
Store and window displays	2.1
Salesman	0.5
Turnover	26.3 ²
Stabilized prices	11.7 ⁴
All other reasons	0.9

Neither "stabilized prices" nor "on fair trade list" was included as a printed reason, but the 500 druggists made 732 "write-ins" under these headings, and in the summary they have been combined under the first heading.

Not only was fair trade an important reason for liking a brand, but lack of representation on the fair trade list accounted for a full third of the reasons for not liking specific products.

Advertising—newspaper, magazine, radio, store and window displays—

Chicago Druggists Like Most to Sell These Products

(Continued from preceding page)

Products	No. of Mentions	Consumer Advertising	Mark-Up	Quality of Product	Turnover	Stabilized Prices
Calox Tooth Powder	13	3	10	7	9	3
Coca-Cola	4	4	2	1	2	..
Colgate-Palmolive Products	148	74	104	22	106	42
Coty Products	45	22	40	9	26	17
Creomulsion Cough Syrup	4	..	3	..	3	1
Davol Rubber Goods	6	..	6	4	2	..
Drene	14	5	8	2	12	3
Eastman Products	36	8	33	9	17	10
Ex-Lax	62	21	48	3	56	19
Fitch Products	6	2	5	2	4	2
Fletcher's Castoria	8	2	6	3	4	1
Garfield Headache Powder	4	..	3	1	2	3
Gillette Products	48	23	47	9	44	14
Hudnut Products	11	5	9	5	6	6
Ipana Toothpaste	21	19	14	3	17	7
Johnson & Johnson Products	32	5	26	16	16	9
Kleenex	12	4	7	2	12	1
Kotex	19	5	5	2	17	1
Lilly Products	22	1	21	14	9	10
Listerine	14	10	7	3	12	2
Dr. Lyon's Tooth Powder	6	4	2	1	5	..
Lysol	6	..	4	..	6	..
McKesson & Robbins Products	41	1	33	23	23	6
Max Factor Products	59	20	52	13	35	34
Mead Products	41	4	30	26	24	17
Mennen Products	5	5	2	..	2	..
Dr. Miles Products	20	1	18	..	17	4
Modess	17	9	13	1	15	2
Norwich Products	27	5	22	9	12	3
Nyal Products	7	..	7	2	2	..
Parke, Davis Products	42	10	35	29	19	15
Penetro Products	25	..	24	1	23	1
Penslar Products	6	..	5	..	3	1
Pepsodent Products	62	37	39	14	45	11
Pertussin	12	1	7	1	5	1
Phillips Milk of Magnesia	30	21	20	5	25	1
Pursang Tonic	16	..	14	3	12	1
Rem Cough Syrup	12	8	10	3	6	3
Rexall Products	11	..	10	5	2	4
Sal Hepatica	51	52	41	2	44	16
Dr. Scholl's Foot Remedies	6	3	6	1	4	1
Sebrone	6	..	6	1	4	..
666 Products	5	1	5	1	4	1
Sloan's Liniment	7	1	4	3	2	1
Squibb's Products	104	44	88	66	67	45
ST-37	26	15	22	16	20	5
Stearns Products	5	..	5	1	1	..
Tek Tooth Brush	6	..	4	..	3	4
Unguentine	22	10	22	3	19	6
Upjohn Products	6	..	3	4	1	3
Vaseline	5	3	4	5	2	..
Vick's Products	47	12	36	8	38	12
Dr. West's Products	151	68	131	46	122	81
Whitman's Candy	7	1	4	1	7	..
Yardley's Products	23	13	23	15	7	3
GRAND TOTAL (All Products) ..	2,397	888	1,899	618	1,648	732

Chicago Druggists Like *Least* to Sell These Products

The first column shows the number of independent druggists (out of 500 interviewed) who mentioned the company brands. Other columns show the number who mentioned each of the three reasons most frequently advanced as a reason for not liking. The listing is confined to brands mentioned four or more times, and the grouping is by companies if the brand name is the same as the company name.

Products	No. of Mentions	Insufficient Profit	Not on Fair Trade List	Little or No Turnover
Absorbine, Jr.	18	13	6	..
Acidine	4	1	3	..
Alka-Seltzer	7	4	3	..
Anacin	85	42	57	..
Barbasol	67	39	37	..
Baume Bengué	6	6	2	..
Bayer Aspirin	5	2	1	..
Bromo-Quinine (Grove's)	67	46	27	..
Campana Italian Balm	59	38	41	1
Carter's Little Liver Pills	6	3	3	1
Fletcher's Castoria	46	40	10	2
Clapp's Baby Food	4	3	2	1
Colgate-Palmolive Products	32	24	6	..
Cuticura Products	18	18
Drene	5	5	3	..
Eno Salts	4	1	1	2
Ex-Lax	4	2	1	..
Father John's Tonic	4	4	1	..
Fitch Shampoo	4	2	2	..
Gem Blades	14	14
Hill's Cascara Quinine	10	5	5	4
Hind's Products	5	5	1	1
Ipana Toothpaste	6	4	4	..
Ironized Yeast	4	1	1	1
Jergen's Products	6	4	3	1
Kleenex	24	22	4	1
Kolor-Bak	9	4	6	..
Kolynos Toothpaste	22	10	13	..
Kotex	104	96	16	..
Lady Esther Products	70	49	39	1
Lifebuoy Products	15	4	7	..
Listerine Products	81	74	16	..
Lux Soap	5	5
Lydia Pinkham Compound	44	26	19	3
Dr. Lyon's Tooth Powder	106	37	75	1
Lysol	44	41	4	..
Mar-O-Oil	32	16	21	..
Max Factor Products	8	5	3	..
Mead Products	44	39	4	1
Mennen Products	6	3	2	..
Mollé Shaving Cream	6	..	4	2
Nujol	54	42	6	34
Ovaltine	186	135	72	2
Parke, Davis Products	4	2	2	..
Pebeco Toothpaste	40	37	5	1
Pepsodent Products	32	31	7	..
Peruna	5	2	2	1
Petrolagar	108	97	18	10
Phillippe (Louis) Rouge Incarnat	4	3	1	..
Phillip's Milk of Magnesia	162	78	88	..
Pond's Products	230	156	123	..
Pyromidon	4	2	2	..
Rem	17	11	4	1
S S S Tonic	4	2	2	..
Sal Hepatica	6	6	4	..
Squibb Products	12	9	4	2
Upjohn Products	11	9	4	..
Vick's Products	15	13	1	2
Woodbury's Products	29	19	12	1
Zonite	10	6	4	1
GRAND TOTAL (All Products)	2,237	1,516	866	116

meant far more to druggists than to New York grocers. Obviously the totals might have been greater had turnover not been included as a reason. That is a measure of the *effect* of advertising. Furthermore, it is difficult for the average dealer to measure the results from a specific medium in the case of manufacturers who use several types. Private brands and jobber brands were scarcely mentioned at all. The fact that quality did not rate particularly high may be traceable to the assumption by the druggist that all well-known brands are of high quality.

Leading mentions for deals and free goods went to Alka-Seltzer 18, Bayer 17, Colgate 8, Norwich 7, Dr. West 5.

For quantity discounts: Alka-Seltzer 11, Bayer 6, Dr. West 6, McKesson 6, Max Factor 5, Norwich 5.

For store and window displays: Dr. West 61, McKesson 8, Bayer 5, Pepsodent 5.

For magazine advertising: Bayer 68, Dr. West 58, Colgate 43, Squibb 31, Alka-Seltzer 30, Gillette 24, Max Factor 16, Yardley 13, Pepsodent 11, Sal Hepatica 10.

For newspaper advertising: Alka-Seltzer 23, Bayer 19, Colgate 9, Dr. West 9, Pepsodent 8.

For radio advertising: Alka-Seltzer 61, Sal Hepatica 41, Bayer 39, Pepsodent 18, Colgate 15, Phillip's Milk of Magnesia 11, Ipana 11.

Small Profits Bring Disfavor

After the druggist had finished reporting on the brands he liked to sell, the Ross man asked him to list similarly the brands he liked least to sell. No printed reasons for disliking were shown. Druggists dictated their complaints.

As might be expected, the most frequently expressed resentment was "insufficient profit." As one druggist expressed it, "all the money goes into consumer advertising instead of a decent profit for the merchant. But these kicks, averaging three per druggist, were considerably less than similar kicks registered by *grocers* in New York, which amounted to 80% of the total.

The "no like" reasons were:

	%
Insufficient profit	58.3
Not on fair trade list	33.3
Little or no turnover	4.4
All other reasons	4.0

Druggists were able to think of two and a half times as many reasons for liking products as for disliking them. They offered an average of 2.7 "like" reasons per product mentioned as against 1.1 "dislike" reasons.

(Continued on page 47)

SALES MANAGEMENT



Send yourself ahead

—by LONG DISTANCE

Pick up your telephone before you pick up your traveling bag.

Your voice is really you. Use it every trip to arrange appointments in the towns ahead. It will save you a lot of waiting time and wasted visits. Or it will bring more buyers into your sample room.

Advance appointments pave the way, provide useful information, make your personal visits more productive. Between trips, too, you can use the telephone to maintain friendly contacts, announce price changes, confirm shipping instructions, clear up complaints.

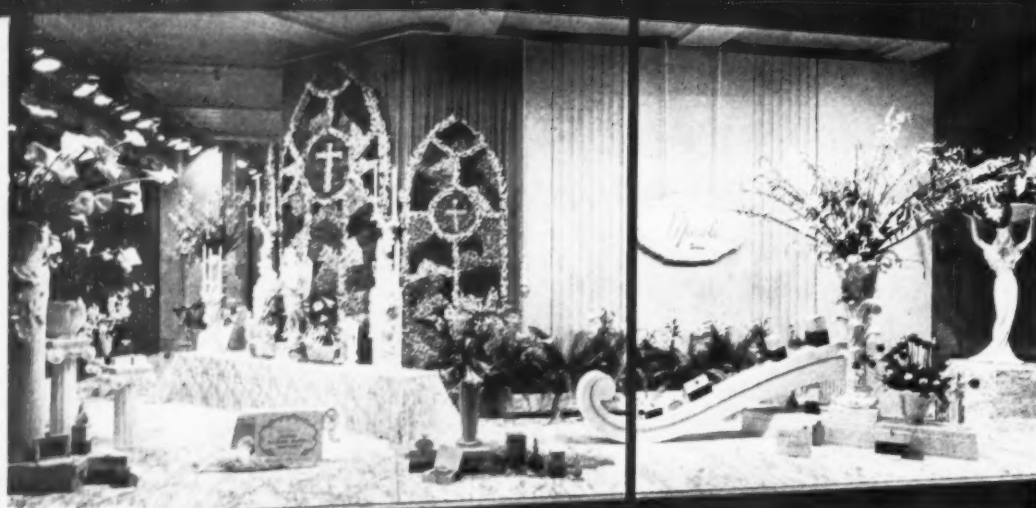
Long Distance is fast, adaptable, and particularly profitable at today's low rates. See samples below, or look in the front of your telephone directory.



Here's how little it costs to telephone!

BETWEEN THESE POINTS		DAY except SUNDAY *	NIGHT and SUNDAY *
Cincinnati, Ohio . . .	Louisville, Ky. . . .	\$.50	\$.35
Little Rock, Ark. . . .	Shreveport, La.75	.45
Topeka, Kan.	Chicago, Ill.	1.50	.90
Toledo, Ohio	Sioux City, Iowa . . .	2.00	1.20
Pierre, S. D.	New York, N. Y. . . .	4.00	2.50
Washington, D. C. . .	Reno, Nev.	6.00	4.00

* 3-minute station-to-station rates. Night rates are in effect from 7 P.M. to 4:30 A.M. every night and all day Sunday.



Magic Casements: (Left) Florists' Telegraph Delivery Association created for J. W. Robinson's Lentheric promotion this breath-taking window built around the fragrance, "Miracle." The Gothic windows are made entirely of blossoms in stained glass colors. (Below) Hundreds of lilies lent their dramatic beauty to the "À Bientôt" window designed by L. A. Florist Eddie Borchering.

Lentheric Finds Retail Sales Promotions Have Repeat Value

A plan launched five years ago to win broad-scale and colorful special promotions of Lentheric perfumes by big department stores is still going strong and producing nice increases in sales for both manufacturer and the retailers.

MANY a manufacturer would give his eye teeth to be able to get big department stores at least once a year to feature and push his goods in a major promotion. He'd be jubilant over dominant interior display treatment alone—if he got one window on Main Street to go with it, he'd be sitting on top of the world.

Yet, if the problem is approached in the right way, all this—and even more—can be done.

Lentheric, Inc., perfumers and cosmeticians, not only get special "weeks" with promotional push, but often all competitive goods are removed from display in the perfume department during that time. And they not only get one window on Main Street, but they usually get four or more and they've done as well as six on New York's

Fifth Avenue, at B. Altman's. The company believes, moreover, that these promotions have been an important factor in an "extremely large" increase in sales for 1937 over 1936.

Their experience is interesting not only from the standpoint of its suggestion value to manufacturers of other lines of consumer goods, but because it shows that a workable promotion plan can be used again and again, and need not necessarily be abandoned after one successful fling, in favor of something brand new.

The Lentheric "Flower Promotion" plan, now in its fifth year, still holds the interest of big store buyers and wins spectacular display treatment for Lentheric perfumes in many of the country's Grade A department store outlets.

First used by the J. W. Robinson



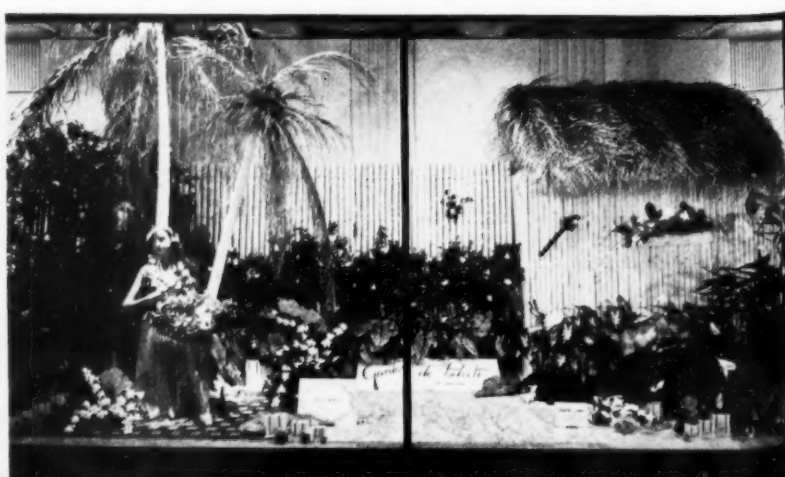
store of Los Angeles in 1933, a Flower Promotion, usually a full-week selling event, is built around the idea of arousing consumer interest in perfumes through utilizing fresh flowers as the display motif in store windows and in the cosmetic department. With slight variations to fit local conditions, the plan has been used by big stores in most of the country's major markets. In many cases, local florists furnish the flowers for the various windows in return only for the publicity value.

A typical Flower Promotion works like this:

A store buyer, working with the Lentheric salesman, decides to sponsor a special perfume promotion. A week
(Continued on page 63)

Single Purpose: Thousands of fresh flowers, and cases full of Lentheric perfumes—these were the only things displayed in Robinson's perfume department during the "week." All other products were moved out of sight.

South Sea Fantasy: Los Angeles' Florist McEldowney created this tropical setting for the perfume "Gardenia de Tahiti" . . . exotic blossoms grow beside the garden wall and leis of real gardenias circle the brown girl's throat.





Skyscraper-itis?

THERE must be a lot of good country boys who have offices in Rockefeller Center.

It's hard to believe that there isn't a little hayseed on Madison Avenue.

You'd hate to think that most of the business men in America grew up far from cows and grass and Main Street on Saturday night.

But when you look at the way they spend their advertising dollars, you have to think so.

Or have they just forgotten?

Have they forgotten about the local ball team—and the Boy Scouts? The Swimming Hole and The Ladies' Aid? The Town Council and The Volunteer Fire Department?

Have they forgotten that friendly half of our population who live in small towns, at crossroads corners, on farms?

Have they forgotten the Ice Cream Socials and those friendlier dealers who know their customers by name . . . who sell at full price and rack up profits that make city dealers blink?

Have they forgotten that everybody has one vote?

Have they forgotten about those city jobbers whose drummers come tootin' down Main Street and leave with orders that are larger, surer to stick, more profitable than city business?

Have they forgotten that forty per cent of all retail sales come from agricultural communities?

Yes . . . they've forgotten!

How else can you explain the fact that last year less than five per cent of the advertising dollars spent in national publications was spent in agricultural magazines aimed directly at this huge and profitable market?

Unless you call it "Skyscraper-itis" . . . and let it go at that.

COUNTRY GENTLEMAN

NATIONAL SPOKESMAN FOR AGRICULTURE



Green and growing things remind us, only man has failed. Flowers bloom, vegetables grow, cows give milk and hens lay eggs. Nature's factories are on full time, as they have been since time began. Somewhere along the line, however, man has bungled, man has crossed the wires, man has been the victim of his own striving. We have the equipment, the raw material, in abundance. Must we continue to mishandle the tools, to make such a sorry mess of it all?

Regardless of the state of the Nation—and of the world, for that matter—thousands of boys and girls will go off the deep end this month. And why not? There is not much point in waiting. They can face the battle together, give encouragement one to the other. A toast, then: The June Bride!

A clever line that needs no explaining: "Saks Fifth Avenews."

And here's an illuminating bit by New York's Jane Engel (dresses): "We're well lit, but not the way you think—glass-brick walls light our shop."

Old Cobweb Rye rates in the best cellars, obviously.

Wonder how the make-up man of the New York Times reacts as he beds down a page for the Chicago Tribune, "The World's Greatest Newspaper."

The Walgreen Co.'s Bonnie Burton calls attention to a printer's error in the May 20 issue of SM. In a description of an electrical massage-gadget, it was spelled "elecTICAL." (The caps are mine.) Bonnie says it "tickled" her, too.

And "The Sleep Shop" of Lewis & Conger, New York, calls attention to its satin pillows cutely with: "Get Thee Behind Me, Satin."

Man wants but little here below. Many a fellow considers it the height of luxury just having his back scratched.

Umbilical note: H. Eicher, of York,

Pa., sends a news-clipping with the heading: "Less Than 3,000 Cars of Navels in Southern Calif." He wants to know if this is Roosevelt II's controlled production, as compared with Teddy's Big Stick and Big Families.

"I, too, am a mother," the Aluminum Hood people had a cow saying in *The American Home* for May. This bovine mother always "moo-rahs" whenever a dairy adopts sanitary aluminum hoods, the copy continues. Nice handling of a serious subject.

S. B. Taylor, Jr., of the Philadelphia Electric Co.'s retail sales dept., has doped out a fine bottle of medicine for office-buildings. He calls it "Vorac" on the label. You pull out the cork and an applicator attached to it reveals that Vorac means "Ventilating or air-conditioning."

Yesterday, Movietone's Lew Lehr opened the "Baby Zoo" at Philadelphia's really swell zoological garden. I trained my own movie-camera on Lew as he said: "Monkeys is the cwaziest pippie." He's as funny on the hoof as he is on the screen.

If New York's World Fair isn't a screaming success, it won't be due to lack of cooperation in the field of professional ballyhoo.

The O'Sullivan factory has no monopoly on "heels."

Edison General Electric Appliance Co.'s J. M. Welch sends in a Hot-point promotional piece with this stopper: "Hungry eyes at your window bring dollars through your door." And it ought to turn stoppers into shoppers. Mr. Welch gives credit to Gilbert Fuller, of the Maxon agency.

Another scout turns in a headline by a New York department store: "When money's scarce, grin and budget." Three guesses. Right!—Macy's.

When the A&P opened its super market in Bangor, a Pennsylvania town of 5,000 people, the local grocers met the situation in a novel way. They clubbed together, took space in the newspaper, addressed "An open letter

to the Great Atlantic & Pacific Tea Co." Headline and subhead read: "Congratulations, A. & P. You've got a swell new market . . . a modern layout . . . new equipment . . . mass display . . . and low prices." Very nice. But the independents got in a few licks for themselves down in the text. The whole thing gave the boys a chance for some comparisons, which they handled pleasantly and without offense.

Our Chicago correspondent reminds us of an item that appeared in Arch Ward's column in the *ChiTrib* which rates wider circulation. It's about the little duck who was so embarrassed when he found out his pants were "down."

Benny Goodman made a swing version of that old Scottish ballad, *Loch Lomond*. Now comes the Southern Pacific with a headline patterned on the song, and illustrated with a Scot who says: "You take the highroad—I'll take the railroad." A nice swing at the airlines, but in a pleasant vein.

"Many of advertising's great copywriters are dead," says Jerome B. Gray. From the neck up, Jerry?

"Noyes & Sproul, New York, now handles the ethical advertising of Tampax, Inc., that city."—News item. Francis Taylor wonders who handles the UNethical advertising

You'll take some reading matter along on your vacation, of course. Be sure to include that important book, the pocketbook.

Gargantua, the seven-year-old anthropoid with Ringling Brothers, is the hit of the show. His slogan is: "Save the circus and you save all."

If Ireland can elect a Presbyterian president, maybe the U. S. can some day elect a Republican.

Bill Small reports this sign on a seafood house in Washington: "The fish which you eat here today slept last night in Chesapeake Bay." Bill's comment is: "Fresh guv, eh?"

Good headline by the Belden Electrical Cord: "It's either Belden or bust."

If a gal has no Stocking Appeal, she's out o' Lux.

Borra Minnevitich and His Harmonica Rascals live from hand to mouth-organ.

T. HARRY THOMPSON.
SALES MANAGEMENT



ECONOMY for ADVERTISERS

Points for the prudent spacebuyer

Advertise to HOUSEWIVES—buyers for families!

(The Family Circle—distributed only in grocery stores—reaches housewife prospects economically—\$2.00 per page per thousand!)

Advertise where your ad will be SEEN and READ!

(The Family Circle has HIGH visibility—proved by Clark-Hooper and Daniel Starch studies—cost 20% to 50% LESS than in other magazines studied!)

Advertise FREQUENTLY to ACTIVE buyers!

(The Family Circle is the only woman's weekly published—reaches only active, cash buyers—frequent insertions produce frequent sales!)

**Advertise with enough COVERAGE
for immediate RESULTS!**

(The Family Circle's circulation gets results—covers 30% of the homes in key market centers—1,515,000 copies with a 208% readership!)

Family Circle's low rate—\$2.00 per page per M—plus high reader interest, weekly publication, and a circulation concentrated on housewives—offers advertisers a chance to make immediate sales economically! During the first quarter of 1938, economy-wise advertisers jumped FC's revenue 9.7%!

Investigate! Then invest!

THE FAMILY CIRCLE MAGAZINE

The Family Circle, Inc., Raymond-Commerce Bldg., Newark, N. J. • Represented by The Family Circle Magazine, Inc. • New York • Chicago • San Francisco





WHAT RECESSION?

THE Bureau of barn-yard statistics says there are 22,000 contented cows in Rhode Island. From them, no complaints on either Mr. Hoover or his successor.

Working full time, Rhode Island cows produce 135 million pounds of milk. And it isn't enough — by 40%!

The point is that Rhode Island's consumption of more than 200 million pounds of milk annually — which home talent can't supply — is a typical example of unusual selling opportunities characteristic of this market. Milk bulks largest among the many items on Rhode Island's 67 million dollar food bill — and we have to go out of the state for nearly half of that!

Where there's milk consumption like that — there are breakfast food sales. The b. f. manufacturers sell us some 20 million pounds a year — and don't stop to worry about 30 pounds of cereals per person being a whale of a lot of stuff.

But you don't have to sell milk — or breakfast food. Whatever you do sell, the same situation that makes our milk producers

happy about the whole thing makes Rhode Island a good market for you. It boils down to this: Rhode Islanders are good consumers because they're limited producers — of the things they want. We make other things — you want — to get the bigger cash income to buy more of the things you have to sell.

The things to remember about this market — the big factors which make it a NET PROFIT market for you — are these:

More customers — and more dealers — per square mile than in any other state in the Union. Seven-eighths of them further massed within a 15-mile radius of the Providence wholesale center. Average buying power 20% greater than the national family.

Yes, you can sell here — and at lower cost — not only because of customer-dealer concentration, but because you can place your selling message in one medium that reaches practically every family in Greater Providence, and 3 out of 4 of all families in Rhode Island. That's why we call it the Net Profit Market — and the medium is the

PROVIDENCE Journal - Bulletin

*Dominating New England's
Second Largest Market*

REPRESENTATIVES: Chas. H. Eddy Co., Inc.
New York • Chicago • Boston • Atlanta
R. J. Bidwell Co. • San Francisco • Los Angeles

Marketing

PICTOGRAPHS

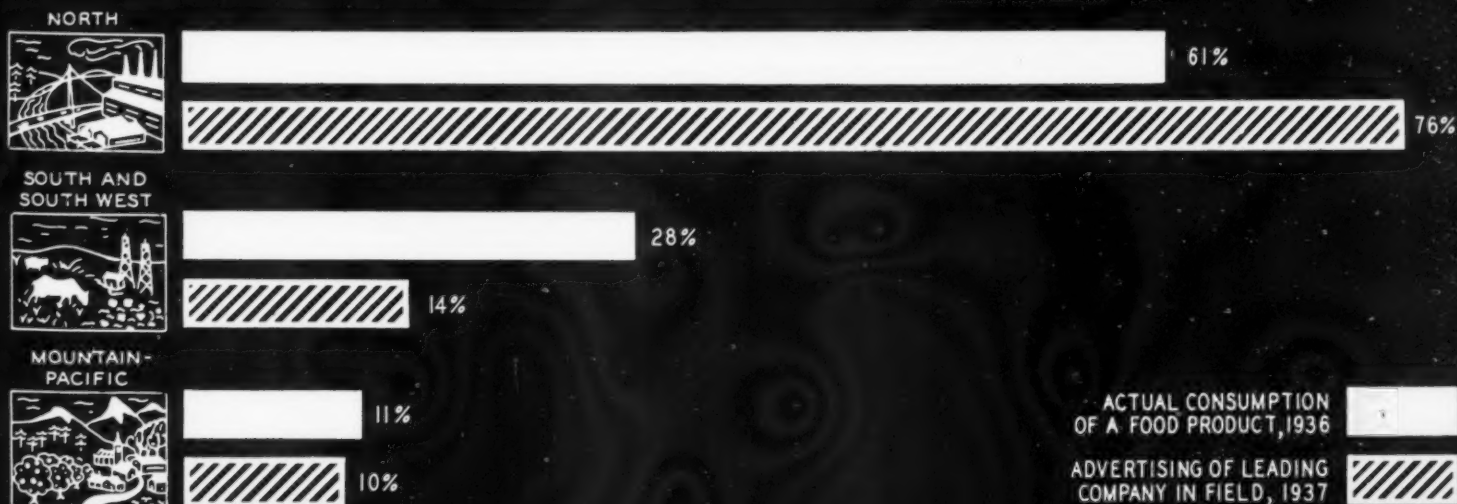
Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers.

WHY SOME AD CAMPAIGNS GO HAYWIRE

FAILURE TO ADJUST TO MARKET POTENTIALITIES



FAILURE TO ADJUST TO MARKET ACTUALITIES



PICTOGRAPH BY
Sales Management

SOURCE: SPECIFIC CASE STUDIES
BY SALES MANAGEMENT

The Christian Science Monitor is a Local Paper to Merchants in Des Moines



© Photograph by Fairchild Aerial Surveys, Inc.

THE CHRISTIAN SCIENCE MONITOR

Alaska Leads Opposition To Fishing Treaty
Chemists Search Wealth In Vast Rare Earths Part in 1940
Farm-Labor Losing Ground
Canada Studies Plans to Merge Its Provinces
New Wings Over the Pacific
Swains Leged

82

Local Advertisers

in Des Moines use

The Christian Science Monitor

What do Des Moines advertisers who have used The Christian Science Monitor think of it as an advertising medium?

"There is no doubt that Monitor advertising is read very carefully and that the response to it is considerably above the average," wrote a Des Moines merchant, "judging from the direct calls and specific references to our advertising which we have received."

And this from another Des Moines advertiser: "We think it only fair to write to tell you about how pleased we are with the returns from our advertisement which appeared in the Magazine Section of The Christian Science Monitor. Orders have come to us from 24 states and 3 Canadian provinces—all as a result of our Monitor advertisements."

Such returns are not exceptional. If you are interested in the advertising of a meritorious product or service, the Monitor has something unusual for you.

Names of writers quoted will be given upon request.

THE CHRISTIAN SCIENCE MONITOR

A DAILY NEWSPAPER FOR ALL THE FAMILY

Published by The Christian Science Publishing Society, One, Norway Street, Boston, Massachusetts

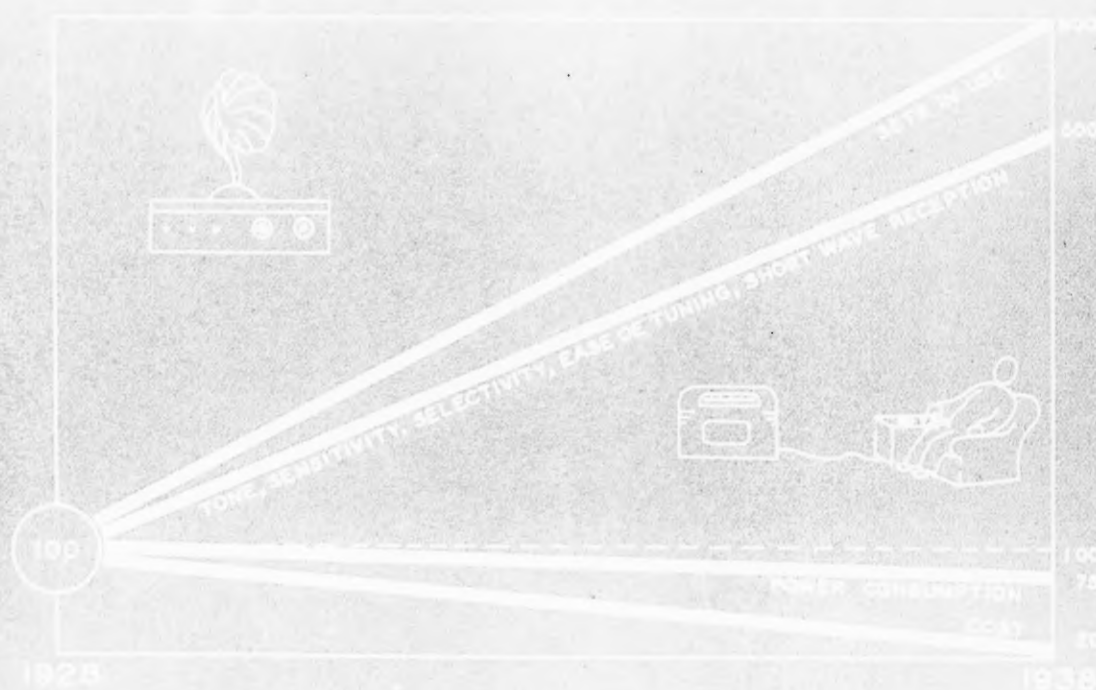
NEW YORK OFFICE: 500 Fifth Avenue

OTHER BRANCH OFFICES: Chicago, Detroit, St. Louis, Kansas City, San Francisco, Los Angeles, Seattle, Miami . . . London, Paris, Geneva



HOW MASS PRODUCTION HELPS THE CONSUMER

IMPROVES 87 RADIO SETS
(BASED ON A PERCENTAGE OF 1925)

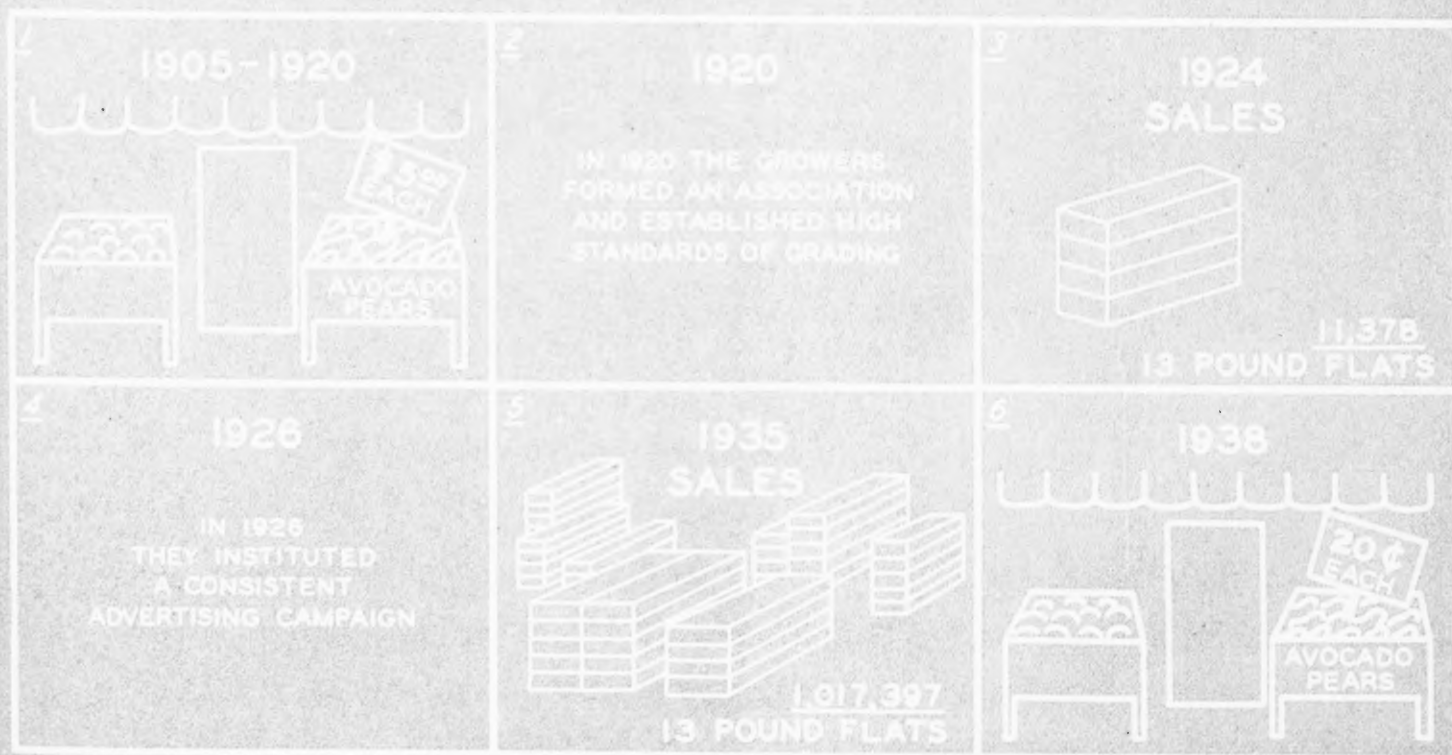


TODAY'S BUYERS
GET 10 TIMES THE
DOLLAR VALUES!



SOURCE: DR. O.M. CALDWELL,
EDITOR, RADIO TODAY

ADVERTISING HELPS PRODUCERS AND CONSUMERS



PICTOGRAPH BY
C. H. BROWN

SOURCE: "FACTS YOU SHOULD
KNOW ABOUT ADVERTISING"
BY BETTER BUSINESS BUREAUS

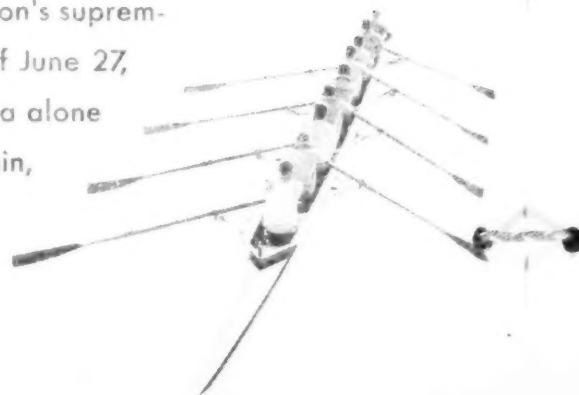
TRACK FAST—RECEPTION CLEAR —EXCLUSIVE BROADCAST—CBS UP!



Two great events in racing history high-light Columbia's exclusive 1938 racing card. The Kentucky Derby on May 7 brought excitement to more than 10,000,000 CBS listeners as Ted Husing described the dramatic victory of an outsider. When, as, and if War Admiral and Seabiscuit meet in their long-awaited duel at Belmont, an audience fully as big—and as eager—will be tuned to Columbia wave-lengths. Yet these are but the opening of an exclusive sports program unequalled in broadcasting. More millions will hear the most important races of the season as they are run at Aqueduct, Belmont, Empire, Jamaica and Saratoga. They will be covered in detail by Bryan Field; and broadcast only by CBS.

CBS AUDIENCE FIRST TO LEARN ANSWER

Greatest meeting of collegiate crews in the country is the annual regatta at Poughkeepsie on the Hudson. Rowing enthusiasts wonder if this year, with its bumper crop of good crews, will produce a successful challenger to Washington's supremacy. Columbia's audience, early in the evening of June 27, will be the first to learn the answer. For Columbia alone will be seated in the officials' launches, on the train, and at reserved vantage points along the course...broadcasting the race as it happens!



CBS BROADCASTS U. S. GOLF EXCLUSIVELY

A game played by over 6,000,000 Americans is a natural radio attraction. As in 1937, only Columbia will attend the big matches of the year — the National Open from Denver (June 9-11), the P. G. A. Championship from Shawnee-on-Delaware (July 10-16), the National Amateur from Oakmont, Pittsburgh (September 12-17), the Women's Amateur from Wilmott, Illinois (September 19-24). The latest in field equipment and shortwave transmission will ensure an accurate report of every important drive, chip shot and putt. America's Ace Sports caster Ted Husing, will be at the microphone.

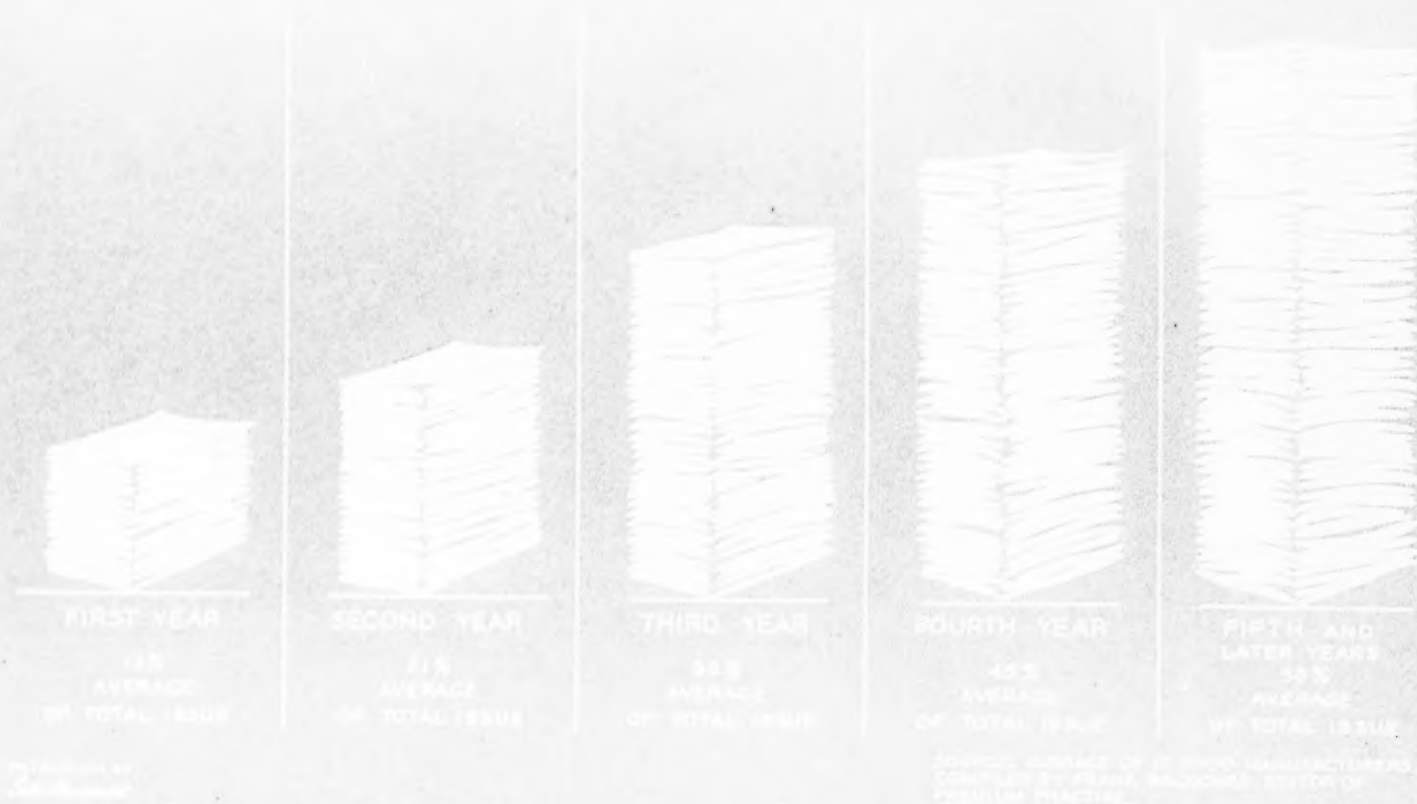


CBS "SERVING"—ALL 1938 AMERICAN TENNIS CHAMPIONSHIPS

Only Columbia microphones will be permitted at the major tennis tournaments played in the United States this year—including the first home defense of the Davis Cup in ten years. U. S. L. T. A. officials credit much of last year's record-breaking attendance at Forest Hills to Ted Husing's colorful accounts of the matches played there. Columbia listeners will readily understand why, for they know the excitement of shifting court fortunes as they are reported against a pulsating background of stroke and volley. They already anticipate CBS descriptions of the North American Zone Finals (August 11-13), the Inter-Zone Finals (August 18-20), the National Doubles, Men and Women (August 22-27), the Davis Cup Finals (September 3-5), and the National Singles, Men and Women (September 7-17).

COUPON REDEMPTIONS BUILD UP

THESE COUPONS ARE PAID WITH A 10% DISCOUNT, PREMIUM COUPON REDEMPTIONS ARE DISTRIBUTED AS FOLLOWS:



CHEAP APPLIANCES ARE WASHED UP

PROFITS WERE GREATER LAST YEAR BECAUSE WOMEN BOUGHT BETTER MACHINES



SALES OF ELECTRIC HOUSEHOLD WASHERS : (NUMBER OF WASHERS)



PICTOGRAPH BY *John Thompson*

SOURCE: WILLIAM SHAW OF AMERICAN WASHING-MACHINE MANUFACTURERS' ASSOCIATION





Command a Price!

PRICE cutting—direct or indirect—is proof that the customer doesn't believe or understand the superior *value* in the product at the asking price.

ADVERTISED PRODUCTS ARE SELDOM BOUGHT ON A *PRICE* basis:—unadvertised products are usually bought on a price basis.

The reasons for the superiority of advertised products are widely believed and understood.

Ask your advertising agency whether your appropriation is adequate to accomplish this objective.

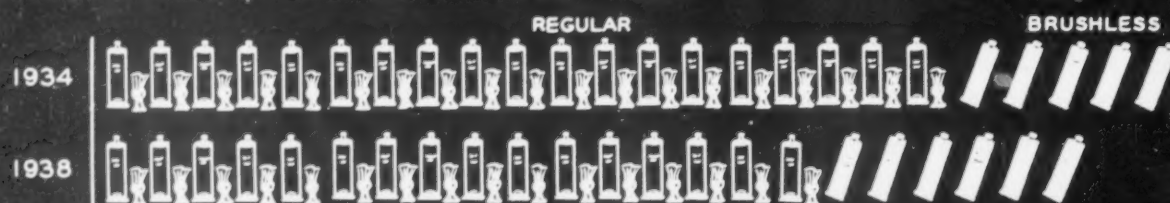
YOUR REAL COMPETITOR MAY BE ANOTHER INDUSTRY

(COMPARISONS BY RELATIVE NUMBER OF USERS)

1. TOOTH PASTE VS. TOOTH POWDER



2. SHAVING CREAM VS. BRUSHLESS CREAM



3. SAFETY RAZORS VS. ELECTRIC RAZORS



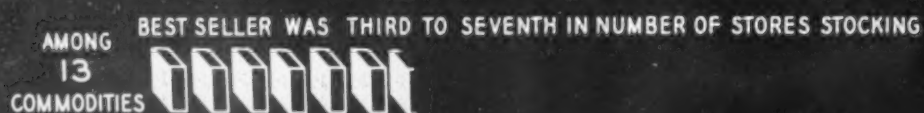
4. ICE VS. ELECTRIC REFRIGERATION



PICTOGRAPH BY
Sales Management

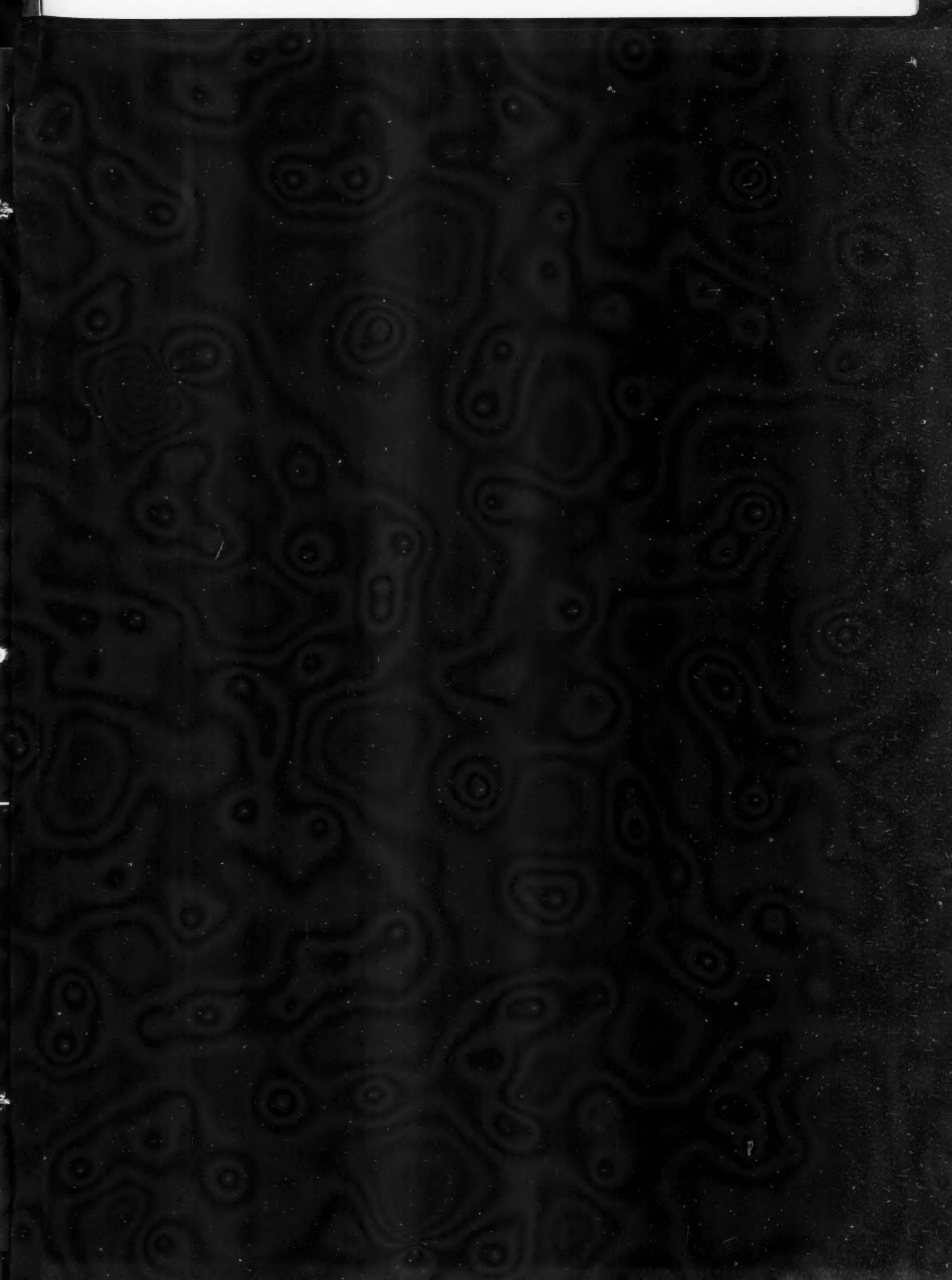
SHOULD YOUR PRODUCT BE IN EVERY STORE?

CONSUMER SURVEY, SUPPLEMENTED BY CHECKING IN STORES,
SHOWS THIS ABOUT BEST SELLING BRANDS OF FOODS AND TOILETRIES:



SOURCE: MILWAUKEE JOURNAL'S 15TH ANNUAL
CONSUMER ANALYSIS OF GREATER MILWAUKEE MARKET

PICTOGRAPH BY
Sales Management





Some Comments on the Pictographs in This Issue

Why Some Ad Campaigns Go Haywire: Reader reaction to an April 1 Pictograph page dealing with this subject was so keen—from national advertisers, agencies and sellers of space—that the editors have Pictographed two additional reasons based on tips suggested by readers and authenticated by case studies built around government Census figures and lineage records as compiled by Media Records, Inc., and Publishers Information Bureau.

How Mass Production Helps the Consumer: Private business is essentially selfish, of course, but the public benefits from the profitable businesses rather than from the unprofitable ones. The keen competition among radio manufacturers (and the lure of profit in that field) has resulted in the public getting a thousand-fold more for its money in ten years' time. . . . The other is a Pictograph to show to your radical friends with the question, "Does the consumer pay for successful advertising?" It will be a poser to them because advertising helped reduce the cost of avocado pears from \$5 to 20 cents each.

Coupon Redemptions Build Up: Literally millions of coupons issued and coupons redeemed are the basis of this picture of what a manufacturer may reasonably expect year by year from a coupon plan. . . . Many other industries might emulate washing machine manufacturers who made good on a plan to teach their distributors and dealers how to "trade up." They sold fewer washers last year, but made more money because they sold better machines.

Your Real Competitor May Be Another Industry: The Milwaukee Journal measures each year the consumer use of all packaged food products, plus a number of bathroom and household items, and from their analyses it is possible to see the inroads made both by competitors and by competitive industries. See, for example, what has happened to tooth paste—and to ice. . . . The same annual surveys show an amazingly close correlation between best-selling brands and best-distributed brands.

SM has made available a reprint service to the many subscribers who have expressed a desire for extra copies of Marketing Pictographs. These reprints are mailed in a heavy mailing tube, and are guaranteed to arrive in perfect condition. The cost is only \$1.95 a year.

JUNE 1, 1938

FIRST IN THE NATION



The Troy Record headed the list of 99 morning papers in the nation measured by Media Records in volume of new car lineage carried during the first quarter of 1938. An enviable position and an exceptional achievement.

One that bears your investigation. One that will induce the alert buyer of space to study the Troy market closely. To discover that within the 3 1/2-mile A.B.C. City Zone radius are 119,324 consumers. To learn that 1937 retail sales here totalled \$48,235,000. To profit by the fact that one medium — The Record Newspapers, the city's sole dailies — affords blanket coverage at only 12¢ a line, making Troy New York State's lowest cost major market.

THE RECORD NEWSPAPERS

THE TROY RECORD (Morning) THE TIMES RECORD (Evening)

J. A. VIGER, ADVERTISING MANAGER



Scale models, which may be shifted about, enable the film's characters to make concrete suggestions

Richfield Film Shows Dealers How to Do Well-Rounded Selling Job

WHAT could we do to make a better merchant out of the man who runs the average independent service station? We realized that if that man just puts five gallons of gasoline in your tank when you ask for it, he will never make any real profit. The problem was to show him how to operate his business successfully, assuring *all* the profit his station is capable of, so that he would have a better business—and we would have a better dealer.

We decided, therefore, to devote our regular Spring sound slide film to the subject of Balanced Selling. To show how a station's profits could be expanded, with no additional overhead, the title, "From Dimes to Dollars" was chosen. While Balanced Selling is a thoroughly practical method of service station operation, it is essentially only a series of figures indicating how much motor oil, lubrication, and other items a man should sell in proportion to his gasoline gallonage. Here was a difficulty for, obviously, this is not a dramatic or exciting subject either for pictures or for words. Unless we could figure out some novel way of presenting it, the story would fall flat and neither we nor our customers would get any benefit from the story of Balanced Selling.

Fortunately we were able to find the solution. We built a scale model of a typical gasoline service station. This model was adapted from the blueprints of a station actually built within the past few months by a Richfield

A "Seven-Point Service Routine," intelligent seasonal merchandising, and a plan for getting oil and gas buyers to purchase other items, are the three basic elements in what this firm calls its "Balanced Selling" plan for service station operators.

BY

BEN N. POLLAK

*Advertising and Sales Promotion
Manager, Richfield Oil
Corp. of N. Y.*

distributor. Gasoline pumps, oil can racks, signs, floodlights, lubricating guns, in fact, everything about the station was made up on a scale of three-quarters of an inch to the foot—a size large enough to be seen and filmed and which could be handled with ease.

This gave us the opportunity to talk about a station, and in effect, to take it apart to show our customers just what makes it work. To visual-

ize the subject more clearly, a set of balances was used. On one side was put the figure \$380.50, which, it was computed, is the gross profit of a station selling 5,000 gallons of gasoline a month (5,000 gallons per month represents the volume of the average gasoline service station) plus the other products and services which are a part of Balanced Selling. As we talked about each of the factors that go into a Balanced Selling job, we were able to obtain unique and striking visual effects by actually lifting them out of the station and putting them on the scale. By the time we had finished our story we had the two sides of our scale in balance—\$380.50 from Balanced Selling.

To make the figures more readily understandable, the service station's business was reduced to the common denominator of Miles of Transportation. In other words, when the station sells a certain amount of gasoline, what it actually sells is Miles of Transportation. Covering the miles that gasoline will take a car uses up a certain amount of other products—motor oil, tires, batteries, etc. It is only logical that the station selling the gasoline should sell the other products required for the Miles of Transportation which that gasoline provides. Obviously those other products are going to be sold, and we show our customers the easy steps to take so that they can do the selling.

A story such as this, which is so
(Continued on page 51)



★ Lois Schenck, Home Editor, finds pictures essential in writing about women on the farm.



★ Business Men's Editor Bob Kubias gets a timely story on modern merchandising. Shoots picture to illustrate article.



News through the Camera's Eye

★ Picture Coverage of Prairie Farmer Territory

Word coverage . . . on any story, is not enough. It takes more than words to portray the beauty of our fertile farm lands, the spirit of a county meeting or a demonstration of practical farming.

That's why PRAIRIE FARMER editors are also photo-trained photographers. With modern photographic equipment, they back up their stories with pictures, timely and informative.

PRAIRIE FARMER readers respond to pictures that so candidly reflect the life that's really theirs. That's how PRAIRIE FARMER keeps abreast of times . . . it brings its readers latest news . . . with pictures. These same readers, 340,000 of them, present a rich and ready market for your goods and services.



★ Associate Editor Dave Thompson covers a meeting on corn allotments. Again a picture adds interest and makes for a complete story here.



★ Joe Bumgarner, Poultry Editor, takes pictures for all his stories. Readers are better able to see the results of good flock feeding and housing.

PRAIRIE FARMER'S
Radio Station
WLS
"The Voice of Agriculture"

The PRAIRIE FARMER

Burridge D. Butler Publisher
1230 Washington Blvd., Chicago



Record-Breaker Federation Meeting Pulls 600; Aspley Made President

Dallas, May 19, 20, 21

CARRIED off with a zip and a finish that earned for the Dallas Sales Managers Club the title of Master Hosts, the 3rd Annual Convention of the National Federation of Sales Executives held here this week set a new high in attendance and brought the youthful organization to the stature of full maturity. More than 600 delegates from 51 cities attended the three-day session.

J. C. Aspley, president, the Dartnell Corp., Chicago, was elected president of the Federation for the coming year. No convention city for 1938 has yet been selected.

Built around the theme, "Distribution at a Profit," the program featured the following speakers:

Major Lenox Lohr, president, National Broadcasting Co.: "Social Aspects of Advertising."

Elmer Wheeler, president, Tested Selling Corp.: "Tested Sentences that Sell."

Dr. J. U. Yarborough, head of the department of psychology, Southern Methodist University: "What Should a Sales Manager Know about His Market?"

Judson S. Sayre, vice-president in charge of sales, Bendix Home Appliances, Inc.: "Depressions Are Vulnerable."

C. D. Cox, Dallas district manager, West Disinfecting Co.: "Training Men to Sell."

F. B. Heitkamp, vice-president in charge of sales, American Type Founders Sales Corp.: "What Should a Salesman Have Besides Training, a Grin and an Expense Account?"

Harrison Matthews, head of the department of business administration, Woodbury College, and Pacific States vice-president of the Federation: "Changing Conceptions of Modern Sales Management."

A. H. Martin, Jr., director, U. S. Marketing Laws Survey: "Laws to Help or Hinder?"

H. Merle Smith, marketing consultant, Kansas City: "The Forgetting Man."

Those who presided over the business sessions included: Bentley Young, vice-president and general manager,



(Above) Evangelist Ballew throwing the fear of God into the hearts of the 600, telling 'em what will happen if—



We tried to get them to sound "A" for a rendition of "Home on the Range," but the two Texas boys said they didn't know the words. L. to R., George L. Willman, secretary, Chicago Sales Executives Club; Bentley Young; and two of the speakers, F. B. Heitkamp and C. D. Cox



Members of the Tulsa delegation grin their satisfaction with Neighbor Texas' hospitality. Left to right, L. W. Brigham, sales manager, Beatrice Creamery Co.; H. E. Hanna, the Hanna Corp.; H. W. Leonard, assistant manager, Magic Empire Express Co.; Early R. Cass, Beatrice Creamery Co.; O. P. Erickson, vice-pres., Tulsa Paper Co.

National Casket Co., Dallas, and general chairman of the convention; Harold D. Duffy, president, St. Louis Sales Managers Bureau; Carl Wollner, president, Panther Oil & Grease Co.; and J. C. Aspley, president, the Dartnell Corp. Raymond Bill, editor, SALES MANAGEMENT, was chairman for the banquet held Friday night.

"The Federation today," declared W. V. Ballew in his keynote talk, "stands on the threshold of opportunity, challenged primarily with the problem of distribution at a profit—something business must have to create jobs, pay taxes and declare dividends." The Federation, he said further, champions the profit system, and is charged with the responsibility of selling both to Government and the public the indisputable fact that the

SALES MANAGEMENT



A FAMILY AFFAIR



It is newspaper time.

As they read, all boundaries are removed. These people become integral parts of the fast-moving world. The rape of China, the ever-alarming armaments race, a rising stock market, the smack of a well-hit baseball, the heroic feats of Li'l Abner—all these things are brought close enough to reach out and touch.

The scene is legion in Detroit.

For The Detroit News is a Home Newspaper. 76% of its city circulation is home-delivered. Its pages are faithfully read and enjoyed and believed by the entire household.

In the Detroit trading area, The News is read by more families than any other Detroit newspaper. Within these homes there may be friendly disagreement on many things, but there is no disagreement over the choice of the family newspaper, for The News is a family affair.

It is this personal interest by Detroit families that makes The News the logical medium for the advertising of your goods, a fact well bolstered by consulting the pages of The News any day.

The Detroit News

New York: I. A. KLEIN, INC.

THE HOME NEWSPAPER

Chicago: J. E. LUTZ

profit system has demonstrated its ability to do more than any other system for masses and classes alike, and to provide the highest standard of living.

Major Lohr pointed out that last year the two networks of the National Broadcasting Co. broadcast a total of 20,000 hours of programs. "Only 30% of these hours," he said, "were commercially sponsored. The remaining 70% were sustaining programs paid for out of the revenue which we obtained from sponsors. . . .

"It is of paramount importance, in a democracy, that broadcasting must never be throttled. It has demonstrated, under the established American system—with the advertiser, not taxes, paying the bill—that an equal opportunity can be given to all sides of important controversial public issues to express their views and not the censored or one-sided views forced on listeners by dictatorial governments. Thus has freedom of the air been established to take its place with freedom of speech and freedom of the press. Any move curtailing one of them will inevitably lead to restrictions on the other two, resulting in the ultimate destruction of all three and the American form of government."

Launching Brand New Product

Judson Sayre reviewed for delegates the amazing marketing case history of the depression-reared Bendix home laundry, explaining how the product was designed after extensive field research, how policies for marketing it were determined, and what measures were taken to win special cooperation from distributors and dealers when sales curves began to slip last Winter.

F. B. Heitcamp made a plea for better sales tools for salesmen. He declared himself against "canned" sales talks, but completely sold on the necessity for the development of a standard approach which all salesmen can adapt to their individual needs. Building such a presentation, he said, involves the systematic collection of ideas from the field, the gathering of data on sales techniques, and the tapping of all factory and office sources, such as the checking of sales reports, inquiries and complaints. With a series of exhibits the speaker showed what his own company is doing to furnish adequate sales tools to the men in the field.

C. D. Cox hammered on the necessity for putting well-trained men into the field and constantly retraining them in the fundamentals of selling. "It is the salesman's job to influence the buyer to act in his favor and it's



Seventh-inning stretch between two speeches . . . and they spend it chuckling at more talk. In the usual order: Ray Bill, publisher of SM; J. Frank Martino, general sales manager, Butler Bros., Dallas; Howard Medici, v.-p., Visking Corp., Chicago

the sales manager's job constructively to influence the salesman. If you had a salesman who sold a lot of goods to a big account, and then never went back to see that account again, you might wonder if that salesman were in his right mind. But how long has it been since you called on every salesman out in his territory with a fresh viewpoint—some order-getting, business-producing, constructive ideas?

"Customers are inclined to drift away and go dead if they are not called on,



The cinema is a supersalesman—that's what Gradwell L. Sears, president of Vitagraph, Inc., and g.m., Warner Bros., New York, told the convention. Movies, he pointed out, set the styles in swimming pools, feminine clothes, electric fixtures . . . even sell American bathtubs in Siam

and salesmen have a way of going stale and getting negative if contacts are not kept up with them. The salesman is the sales manager's distributor and he should be contacted at every opportunity."

A. H. Martin, Jr., enumerated some of the lines of inquiry to be followed through in the new \$600,000 Government Marketing Laws Survey. He said, in part:

The question of foremost importance in connection with all our new laws is "How are they affecting prices?" Is resale price control, for example, raising or lowering the general level of prices? What is the effect of the fair trade laws in trades in which they are used? Are they raising or lowering the prices of specific types of commodities, of tooth paste or of aspirin, of radios, books and cigarettes? Those who oppose the fair trade laws will assure you that they have raised prices; those who favor them are as confident that they have reduced prices. We shall make an earnest effort to determine the facts in the case.

We shall attempt to survey the retail prices of representative commodities affected by the fair trade laws in different localities. Is liquor really cheaper in fair trade states or in the states that have not yet adopted such regulation? What has happened to the general price levels in the radio and in the tobacco trade; in the drug and in the book trade? And, of equal importance, what are the price experiences of products not under resale price contracts. These questions we shall attempt to answer on the basis of actual field surveys covering representative commodities in representative areas.

Measuring Consumer Attitude

A second problem of major interest is the question of consumer attitudes toward the fair trade laws and similar types of legislation. Of course, public reactions are difficult to measure; yet they are of major importance in the planning of sales campaigns. There have been vigorous efforts by the opponents of these laws to convince the consumer that he is being hurt by their operation, and equally vigorous efforts by the proponents to convince the consumer that he is being helped. From this point of view the success or failure of laws such as the fair trade acts will depend in large measure upon the consumer's acceptance or rejection. If consumers oppose, they will prove to be no more effective than was prohibition. We hope to ascertain consumer reactions to these laws.

Another problem of interest is the extent to which these laws have affected the introduction or sale of private or distributors' brands. We are told that a large department store has offered to make its private brands available to other distributors. The same store, and many others, has advertised extensively in an effort to convince the public that it should buy private brands rather than manufacturers' brands in order to avoid the necessity of paying the prices fixed for the latter.

You have undoubtedly heard predictions that fair trade laws will inevitably lead to the increased popularity of private brands and the failure of the laws themselves. On the other hand, the advocates of price maintenance have insisted that price regularity will lead to increased popularity for manufacturers' brands. Here again we have conflicting claims. Which of them is true? Only a factual survey can yield an answer.



"I called on the trade yesterday," says F. B. Heitkamp, vice-president in charge of sales, for the American Type Founders Sales Corp., Elizabeth, N. J. "Dallas business has held up better than any of our twenty-two branches. Why? General stability of the section, aggressiveness of Texas salesmen and willingness of Texas customers to keep buying."

"Of all places I'd pick, to live and do business, it's Dallas and Texas... where everybody does business as usual, instead of worrying. Our Southwestern district led all the Nation for sales the first quarter of 1938. Each month shows up better than the same month last year," E. F. Coombs, Southwestern district manager for the Hood Rubber Co. and recently stationed in Dallas, tells Elmer Wheeler.

"Sure, business is good here," replies Elmer Wheeler, president of Tested Selling Corporation, New York. "They stick to business instead of worrying about the President and Wall street. Even the shine boy sold me a 'good, ten-cent shine,' instead of a rickel one."



"Dallas looks like New York in the best days of prosperity," comments C. A. Netzhammer, left, sales manager of Northwestern Furniture Co., Milwaukee, Wis. "I took a walk at 7 a.m. and found everybody up and ready for a big day. No wonder business is better here than elsewhere."

"They're the most optimistic people I ever saw, down here... and apparently they've got a right to be," answers Donald Beisel, right, Wadhams Oil Co., Milwaukee.



"Business is good in Texas because Texans are still close to the land in spite of industry and humoring business. We're not worried about our Texas plant prospects... wish we had more like 'em," says John S. Jones, Ralston Purina Co., St. Louis, left.

Early R. Cass, right, Beatrice Creamery Co., Tulsa, enlarges as he agrees: "Texas has got that Southwestern spirit that doesn't blink facts... we recognize business is harder to get, so we work harder. We refuse to permit another depression and you can bank on the Southwest."



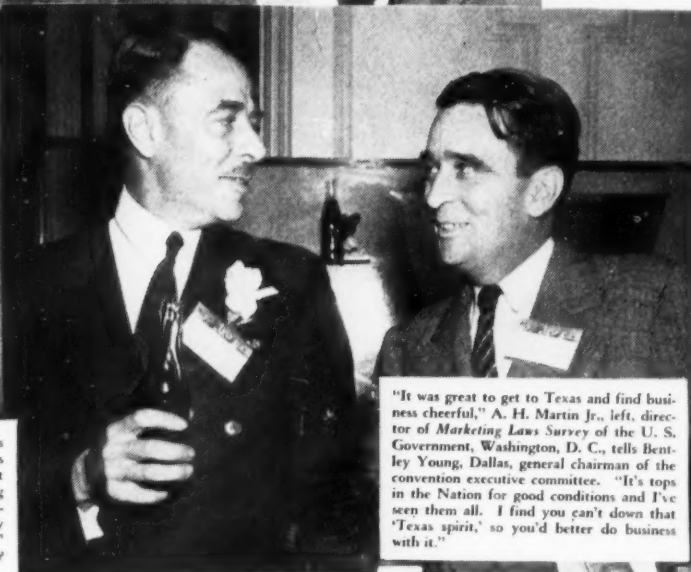
"Business is better the farther South I go. I guess Texas will have to be our next place to branch out, too, for everything certainly looks encouraging here," Stephen Douglas, Kruger Grocery & Baking Co., Cincinnati, agrees.

"We'll probably come to Texas next year to do business... that's what we think of prospects here," Bob White, right, Eckerson Fruit Cannery, Inc., Chicago, says. "Texas has a great future in an industry such as ours. By the way, sales on grapefruit are going up!"



"I heard in New York there was no recession in Texas and I find it true. Here aggressiveness creates a market instead of waiting for one. A bright spot for anybody's business." Judson Sayre, vice-president in charge of sales for Bendix Home Appliances, Inc., South Bend, Ind.

"I make thirty-seven States every year, and find Texas and the Southwest present infinitely more encouraging prospects, and actual business is better than in any other place I have been," Harold Cowell, Lea & Febiger, Philadelphia.



"It was great to get to Texas and find business cheerful," A. H. Martin Jr., left, director of Marketing Laws Survey of the U. S. Government, Washington, D. C., tells Bentley Young, Dallas, general chairman of the convention executive committee. "It's tops in the Nation for good conditions and I've seen them all. I find you can't down that 'Texas spirit,' so you'd better do business with it."

They Came, They Saw, They Talked: Shown above are some of the sales tycoons, who attended the National Federation meet in Dallas last week, as they were "shot" by our staff photographer and their comments overheard by our business news editor.—THE DALLAS MORNING NEWS and THE DALLAS JOURNAL, "Texas' Major Market Newspapers."

[Adv't]



Delegates eating up part of the exhibit material. . . . This collection is the 50 best direct-mail campaigns of the year, loaned by DMAA.

Another question often heard today is "Have the anti-discrimination laws actually reduced price discrimination?" Some say that quantity discounts or special price concessions to very large buyers have been diminished. We have heard as well that the price discrimination laws have worked against the interests of the small man, that the manufacturer has figured the cost of dealing with the little fellow more carefully and found it necessary either to increase the price charged or to drop him as a customer entirely. Claims that the anti-discrimination laws have had little effect upon prices have been opposed by claims that they have forced a complete revision of price policy. Both business and the government desire an answer to these questions and in part we hope to be able to provide it.

Finally, what has been the effect of these laws and regulations upon the distribution of volume between different types of business, different lines of trade and different lines of industry? For example, in the grocery field, is the chain store losing at the expense of the independent wholesaler and retailer, or is the so-called voluntary chain gaining at the expense of both of these? When individual chain store units are closed and super markets substituted, what happens to the total business of the

chain concerned? How much of a factor is the consumer cooperative in this picture? Answers to some of these questions may be found in the U. S. census of business. Others may be derived from this survey.

Your SM reporter, having been unable to divide himself into four parts, and having a closing date to meet, cannot report here on two of the addresses

(Right) Harold Duffy, left, president, St. Louis Sales Managers Bureau, and A. H. Martin, Jr., director, U. S. Marketing Laws Survey, make their presence completely official



Marshall J. Smith, director of trade relations, Memphis Chamber of Commerce; Dollye Browne, receptionist, and E. W. Carroll, Dr. Pepper Bottling Co., Memphis, give the double-o to an exhibit. As part of the Memphis campaign to get the next convention, Memphis delegates arrived with a basket full of cotton bolls to hang onto all convenient (and already overloaded) lapels.

which delegates called especially worth while: Those of Elmer Wheeler and H. Merle Smith.

The National Federation of Sales Executives now embraces more than 4,000 members, including 31 affiliated local sales executives' clubs. Organizations that have joined the Federation since the 1937 annual meeting include groups from San Francisco, San Antonio, Shreveport, Milwaukee, Detroit, Davenport, Philadelphia, Cincinnati, Indianapolis, Memphis, Wilkes-Barre, Rochester, Houston and Jackson, Miss.

The complete slate of new officers for the coming year includes Chairman—R. D. Keim, vice-president, E. R. Squibb & Sons, (re-elected); vice-chairmen—W. V. Ballew, Raymond Bill, and Harrison Matthews; president—J. C. Aspley; regional vice-presidents—(Federal Reserve District No. 1) Harry R. Tosdal, professor of marketing, Harvard University; (No. 2) Warren S. Parks, president, Sales Managers Club of Rochester; (No. 3) W. D. Gillen, past-president, Philadelphia Sales Managers Association; (No. 4) H. C. Anderson, general sales manager, Globe-Wernicke Co. and president, Cincinnati Sales Managers Council; (No. 6) Harold E. Meade, New Orleans Public Service Co., and president, Sales Managers Council of New Orleans;

(No. 7) Conrad A. Netzhammer, general sales manager, Northwestern Furniture Co. and director, Milwaukee Association of Sales Managers; (No. 10) C. P. Henderson, president, Lincoln Sales Managers Bureau, Lincoln, Neb.; (No. 11) E. F. Anderson, secretary-treasurer, Dallas Sales Managers Club; (No. 12) A. T. Danielson, sales manager, Barker Brothers, and president, Sales Managers Association of Los Angeles.

Also, vice-presidents at large: (F. R. District No. 8) Charles E. Osterkamp, sales manager, Roberts, Johnson & Rand, and past chairman, Sales Managers Bureau of the St. Louis Chamber of Commerce; (No. 9) Arthur W. Ramsdell, president, Sales Executives Club of New York. Treasurer—Bernard Lichtenberg, president, Institute of Public Relations; Secretary—George L. Willman, president, George L. Willman, Inc., and secretary, Chicago Sales Executives Club. Directors: Merrill B. Sands, president, Dictaphone Sales Corp., New York; Howard R. Medici, vice-president, Visking Corp., and director, Chicago Sales Executives Club; Paul O. Ferrell, vice-president, Real Silk Hosiery Mills, Indianapolis, and vice-president, Indianapolis Sales Executives Council; Carl Wollner,

president, Panther Oil & Grease Mfg. Co., Ft. Worth; Harold J. Cummings, sales manager, Minnesota Mutual Life Insurance Co., and president, St. Paul Sales Managers Association; C. D. Garretson, president, Electric Hose and Rubber Co., Wilmington.

The 1938 Howard G. Ford Award for outstanding achievement in sales management was announced at the President's Dinner Friday night by Harold Cowell, representing the Sales Managers Association of Philadelphia. Winner was Ralston Purina Co. of St. Louis, and the plaque was accepted for that company by John H. Jones, research director. Special honorable mention was given to Pennsylvania Salt Manufacturing Co. and Johns-Manville Corp.

Except for this formal note, the dinner and evening were given over entirely to a lavish program of entertainment furnished through the courtesy of Radio Station WFAA.

Chicago Druggists Name Brands They Like to Sell Most, Least

(Continued from page 24)

One of the Ross men reports, "there is one fact which this survey points out above all others; that is that, *with the exception of a very few items, independent druggists like fair trade items and do not like non-fair trade items.* Their dislike for those products which are not fair trade often is carried to the extent that they refuse to stock such products, and in nearly every instance where they are carried they attempt to switch the customer to another brand. *The continued dislike of some items that have recently gone fair trade was explained as due to remembrance of former abuses.*"

The first 20 brands or companies in the "least liked" column were:

	% of Druggists Mentioning
1. Pond's	46
2. Ovaltine	37
3. Phillip's Milk of Magnesia	32
4. Petrolagar	22
5. Lyon's Toothpowder.	21
5. Kotex	21
7. Anacin	17
8. Listerine	16
9. Lady Esther	14
10. Barbasol	13
10. Grove's Bromo- Quinine	13
12. Campana Italian Balm	12
13. Nujol	11
14. Fletcher's Castoria...	9

14. Lydia Pinkham Compound	9
14. Lysol	9
14. Mead Products	9
18. Pebecco Toothpaste...	8
19. Mar-O-Oil	6
20. Woodbury	5

Ad Campaigns

(Continued from page 21)

An increase of 50% in the Fall ad appropriations for newspapers, magazines and broadcasts for Victor records

and Victrolas has been announced. The budget for RCA V radio sets has been upped 20% "Electric Tuning for All" is the banner headline. Two hundred key markets are to be covered by newspapers. Color pages in *S.E.P.* and *Collier's* have been set; black and white pages in other publications are yet to be decided on. The "Listen" section will continue to appear in *Life* every month. Wholesalers and dealers will also run their own newspaper series, with the company splitting expenses.

The Magic Key program on the NBC network will continue to turn



CUT SALESMEN'S MILEAGE COSTS to 3 1/3c. or less

Our leasing cost is considerably lower than your present cost price of a new car and includes complete maintenance.

NEW CARS EVERY 12 MONTHS

NO CAPITAL INVESTMENT

OUR PLAN: We lease nationally one or more Dodge, Plymouth and Chevrolet sedans or coaches at an annual rate so low that substantial savings are assured.

OUR RATE INCLUDES:

A new car every 12 months.
License plates in whatever states operated.
Fire, theft and collision insurance.

All items of service, maintenance and repairs of every kind and description.

Chains and anti-freeze.

Oil and grease.

Tire repairs and replacements.

Replacement of cars without any additional cost if destroyed by fire, collision or otherwise.

Purchase of your present equipment at fair appraisal value.

COST ANALYSIS: Plymouth or Chevrolet Sedans or Coaches \$45.00
Dodges (slightly higher per month)

Rental cost per year based on \$45.00 per month.....\$540.00

Based on 24,000 miles, the average yearly mileage of salesmen and 18 miles per gallon or 1¢ per mile for gas..... 240.00

Average fleet cost Public Liability and Property Damage insurance 30.00

\$810.00

This total of \$810.00 divided by 24,000 miles gives you a total operating cost of

.0337 cents per mile. As mileage increases, your cost per mile decreases because our rate remains standard. At 30,000 miles per year your cost would be .029 cents per mile.

Our rate includes every item of expense except gasoline and Public Liability and Property Damage insurance which we do not furnish. These two items added to our rental charge (shown in cost analysis, herewith) gives your actual cost per year.

YOU SHOULD BE INTERESTED Relieved of all worries and responsibilities prevalent with personally owned cars.

No necessity for costly service garages.

No capital investment.

New cars every year, minimizing accidents.

Estimate your car costs a year in advance.

Cars always have a creditable appearance.

Decalcomania permitted.

No restrictions on mileage or use of cars.

Fleet cost comparisons furnished upon receipt of information on your present cars, how owned and operated. Such information will be treated by us as strictly confidential.

Financial and other references supplied.

The R. A. Company

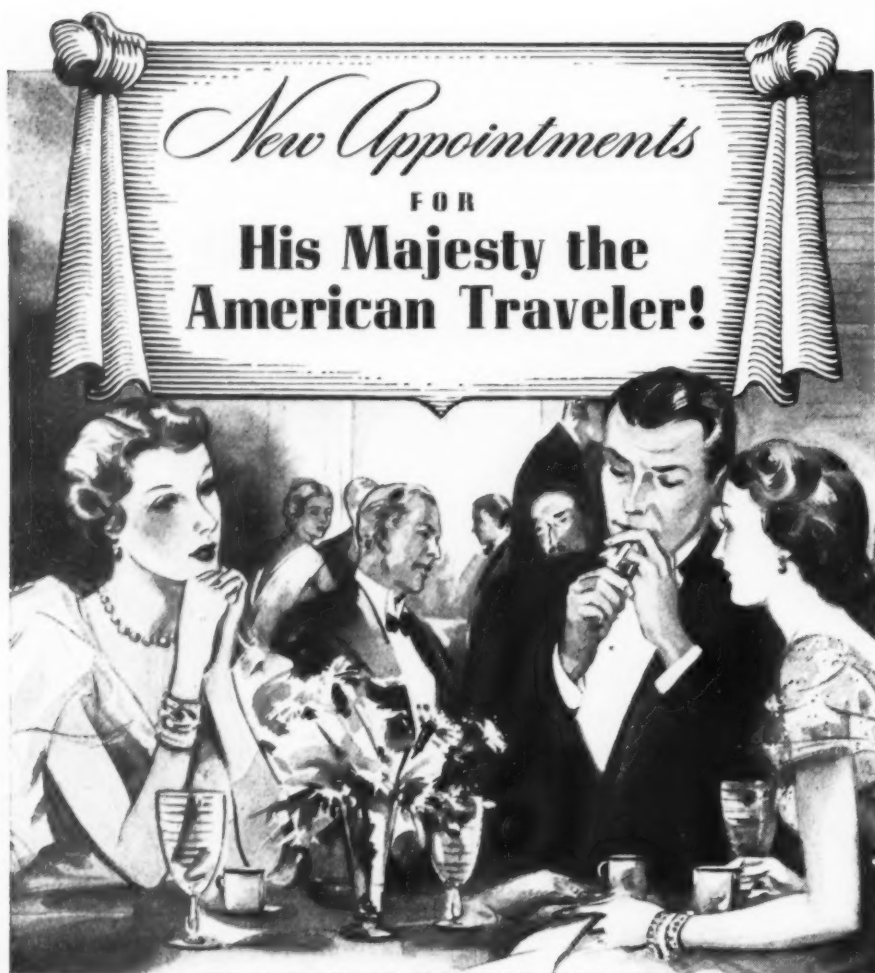
Automobile Leasing Nationally

G. J. EGAN, New York Manager

Chanin Bldg., 122 East 42nd Street

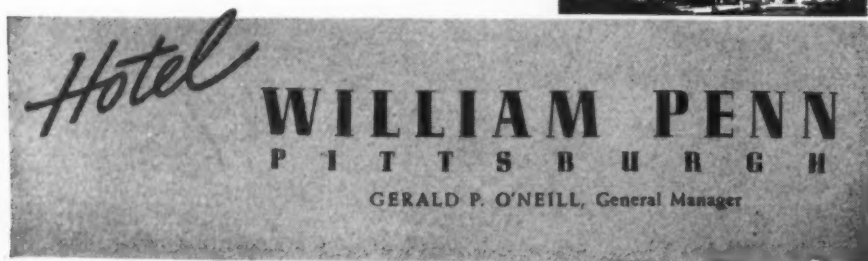
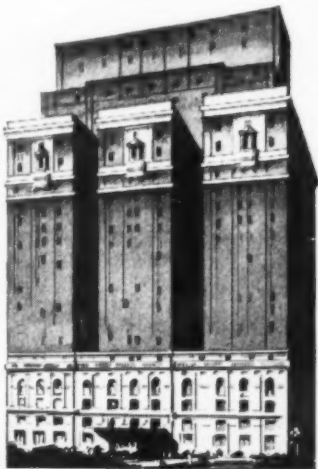
New York City - (Ashland 4-9653)

ALSO PHILADELPHIA, PENNA.



NEW ITALIAN TERRACE...A colorful, glamorous new room, one of the most beautiful in America. Dancing nightly to the music of famous orchestras.

New appointments to make even better one of America's finest hotels. New appointments to give you richer value for every penny you spend with us. "On stage" and "back stage," close to a million dollars has gone into new appointments and equipment. You'll enjoy the rare beauty of the new Italian Terrace restaurant...and to boast of the marvelous dinners you enjoyed there! No matter how travel-weary you arrive, one glance around any one of the new bedrooms and your rest cure starts * You'll enjoy the smoother grace of living that marks the William Penn today. You've ranked the William Penn high among the country's finest...now you'll find it even better. May we welcome you soon?



every Sunday afternoon, and a week-day program goes out over nine NBC stations. Lord & Thomas has the account.

Sincerest Flattery

If the publishers of *Life* collected a royalty from the use of the picture magazine's name in ads for a host of products they would be Sitting Pretty.

Firstly, *Life's* own customers ring in the name constantly in their ads smack against the weekly's editorial matter. They make puns with the word, toss it around joyously, reproduce the distinctive lettering. For the first three dozen times such a headline as "There's *Life* in the Old Dog" possessed novelty. Now it provokes yawns and "Oh, Yeah?"


Secondly, newspaper advertisers constantly inject the name into a headline. With a cunning air, as if to say, "See what a bright boy am I," they assert "Page from the *Life* of a woman who uses Elite Laundry," or something similar. Readers are supposed to be bowled over by this mental nudge.

Mr. Henry R. Luce doubtless would give his benediction to this taking of his trade name not in vain. It's all gratis gravy for him and for *Life*.



Prescription for More Point-of-Sale Advertising: The sales department's objective of getting more point-of-sale advertising is effectively answered in part by this new device made by the A. L. Hansen Mfg. Co., Chicago. It's called the Model T-3 Kling-Tite One-Hand Tacker, and is the modern successor of hammer and tacks. Its use materially simplifies the work of salesmen or missionary men in tacking signs and posters in retail stores or onto posts, fences or trees. The tacker operates by compression, is automatic, self-contained, operates with one hand, leaving the other hand free to hold the material being tacked. Pin-pointed tack-points are driven as fast as the hand can grip.

SALES MANAGEMENT



WHAT ARE YOU
MUTTERING ABOUT?

OH, EDGAR, I FEEL SO
ROMANTIC TODAY. I WISH
I WAS DOROTHY'S LEADING
MAN INSTEAD OF YOURS.

WELL, GRAB YOUR
HAT. LET'S HONOR THE
CASTING DIRECTORS
WITH A CALL.

YOU MEAN
WE'RE GOING TO HOLLYWOOD,
BURBANK, CULVER CITY,
SAN FERNANDO--OUT WHERE
THE HUNDRED AND SIXTY
MILLION DOLLARS ARE SPENT
YEARLY BY THE MOVIE
MOGULS?

DID YOU SAY
A HUNDRED AND SIXTY
MILLIONS ANNUALLY?

THAT'S WHAT I SAID.
AND THIS RICH PICTURE INDUSTRY
IS ANOTHER HIGH PURCHASE GROUP
WHICH HELPS TO ABSORB THE 38% OF
THE LOS ANGELES MORNING EXAMINER
CIRCULATION WHICH GOES OUTSIDE
THE CITY ZONE.

YOU INTEREST
ME PLENTY, SON.
TELL ME MORE.

BETTER GET ALL
THE FACTS, EDGAR, ON THE
UNUSUAL SOUTHERN CALIFORNIA
MARKET. CALL ONE OF THE HEARST
INTERNATIONAL ADVERTISING MEN--
YOU KNOW, ONE OF THE CAPABLE
RODNEY BOONE BOYS. HE'LL
TELL YOU THINGS ABOUT THE
LOS ANGELES MORNING EXAMINER
COVERAGE WHICH YOU
OUGHT TO KNOW.



DEATH TO SALES SLUMPS!

The Beata Quota idea makes salesmen young again. It puts pep into laggards, and dynamite under the go-getters. The psychology behind it is simple, sound, and effective. It gets big results where—things being as they are—the average sales contest would get the raspberry.

If the red line on your sales chart is sagging, take up the slack with Beata Quota. We want to prove to you that enthusiasm, fresh energy, and increased sales are commodities which can be shipped by express—marked "Beata Quota Sales Contest!"



TO: HAHN - RODENBURG
SPRINGFIELD, ILLINOIS

Gentlemen:

TELL ME MORE!

Name

Firm

Address

No. of Salesmen

[50]

Promotion Brings Conventions Galore to French Lick Hotel

CONVENTION bookings at the French Lick Springs Hotel, in Indiana, for the early months of 1938 were far ahead of the same months in 1937. Convention and sales meeting bookings for the remaining months of the year, including the Summer period, are about 25% ahead of a year ago.

The management credits this up-take to a considerable degree to an advertising and promotional campaign which includes an extensive use of newspaper and magazine space plus a carefully planned and highly original direct-mail attack.

C. K. Dwinell, manager, began some months ago to make a direct drive on large groups. It starts with a teaser campaign and its climax is an elaborate de luxe book, in color, spiral bound, which arrives literally "under lock and key." Because of its cost it is sent only to the key men in the organizations or companies being solicited.

The campaign develops in this order:

1. A post card showing the French Lick Springs Hotel in full color in a setting of green hills. It carries the notation that this is "The Home of Pluto Water."

Accessibility Is Illustrated

2. A folder entitled "Practical Geography for Conventions." This shows a map of the United States under red cellophane. When the cellophane is lifted a red star is seen marked "French Lick Springs, Indiana," together with a brief sales talk calling attention to the fact that it lies almost at the center of population of the country.

3. A circular disc on which a smaller disc, with cut-out, is attached. The central disc carries an arrow point which, when it is revolved, points to such words as Meetings, Golf, Tennis, Skeet, Horseback Riding and Banquets. When the arrow point is at Golf, for example, the message says: "Two of the finest 18-hole courses in America with well-kept tees, rolling fairways and velvety greens lure golf's ranking players to French Lick Springs. A nationally famous "pro" is available for instruction. The disc is labeled "One Long Round of Activity."

4. A genuine leather pocket book

which holds a credit card made out to the recipient, signed by Manager Dwinell. Inside its pockets further messages are tucked, and in the bill compartment a message explaining the "all-expense plan" of the hotel. This includes such sentences as, "Large, airy rooms that look out upon a glorious countryside! Superb meals by renowned chefs! Enjoy the famous facilities of America's favorite spa-resort at a fixed, all-inclusive rate."

5. An envelope, delivered by a Western Union messenger, which contains a key. This arrives at 10:30 o'clock on the morning that the deluxe book is delivered. It holds, besides the key, a mulberry-colored folder upon which is printed in silver, "Here's the Key to Your Kingdom. Please keep it so that you may unlock the package which a messenger will deliver to you personally at 2:30 this afternoon."

Solving a Mystery

Promptly at 2:30 o'clock that afternoon the messenger brings the climactic piece which stands, unopened, 12½x14 inches. It is bound with spirals so that it opens gatewise and the cover is in fact a gate locked with a brass chain and padlock. An attached envelope is marked—"Just in case—you've lost your key here's an extra one."

The "gates" open on a die-cut frontispiece which is a triple-action folded cut-out printed on one side in pleasing colors. Through the cut-out, and behind a die-cut doorman, is a view of the front portals of the hotel done in color in process. A legend under it, as you turn the page, says, "The Perfect Setting for Your Convention."

From there on, as the pages are turned, come first a personal letter on the stationery of T. D. Taggart, president, and signed by him. On the next page, also on personal stationery and personally signed, is a letter from C. K. Dwinell, manager.

After that come six special sections, each indexed with a colored tab. These take up in turn such subjects as Location, Climate, Facilities, Recreation, Costs and Recommendations.

The entire book is handsomely printed with art and halftones, in every color of the rainbow. If professional models have not been used

SALES MANAGEMENT

to get some of the pictures then the hotel, one has a right to guess, draws some mighty attractive guests. Jodhpurs, shorts and curves in profusion at least stir the imagination.

Big cities have long considered the convention business of the nation theirs by right. French Lick is not a big city; it is, to put it correctly, no city at all. It is just a resort in the hills. But this campaign seeks to make that resort a worthy rival of the big convention cities.

Richfield Film Shows Dealers How to Do Rounded Selling Job

(Continued from page 40)

largely factual, could easily become dull unless there were elements of human interest to make it easier to assimilate. Anticipating this, the whole story is covered with a light sugar-coating by the fiction of the model having been built by an actual service station owner. We see him working on his model in company with his young son, and we show how the principle of Balanced Selling actually arises from the father's answers to his son's simple questions.

To show that Balanced Selling is by no means merely a matter of theory, about half way through the film a character is introduced who is supposed to be in the audience. He irately insists that he knows that figures don't lie, but liars figure. He continues, "Maybe this works out on paper all right, but I'm running a business. What's going to happen to me when I take those fancy averages out to my own service station?" While the first half of the picture is devoted to a presentation of the actual dollars and cents facts about Balanced Selling by means of the model and the balanced scale, in the second half are scenes in three typical service stations. By means of this device Balanced Selling is depicted in operation and also some of the many ways that the average service station owner can do a Balanced Selling job.

The particular methods selected are the "seven point service routine," seasonal merchandising, and using motor oil and lubrication business as a means of discovering and recommending other needs that the motorist may have. We suggest that it is best to regard these three plans as a kit of tools which the service station man has, and that he should always use the right one at the right time.

The picture's conclusion brings

Put sales work through *Quickly!*

FOR busy sales managers, Dictaphone has *special* interest. Important dictation recorded as spoken. Verbal instructions made alibi proof. Mail done in double-quick time. Notes, memos, sales plans, hot ideas that *can't wait*... all talked into your ever-handy Dictaphone either immediately or at your convenience.

No repeated calls for your secretary

...no waiting until she is ready. While you're working she's busy elsewhere.

Dictaphone clears your desk sooner... gives extra time for field trips and sales planning. And while you're on the road, you can use Dictaphone's convenient travel service.

Try this modern dictating machine in your own office. No obligation. Just mail the coupon. *Do it now!*



"... tremendous amount of paper-work... Dictaphone system is speedier..." C. H. SMITH, Vice Pres., Industrial Training Corp., Chicago, Ill.



"... fast and easy... I keep more closely in touch with our salesmen..." DAVE PRINCE, Division Mgr., United Artists, Atlanta, Ga.



"... have found the Dictaphone a most effective time saver..." RAWSON VAILE, Exec. Vice Pres., American Blower Corp., Detroit, Mich.



LET HIM SHOW YOU—in your own office. See how quickly Dictaphone adapts itself to *your* problems—how many different uses you think of *immediately*. Mail the coupon!

THE TREND TO DICTAPHONE SWEEPS ON

Dictaphone Sales Corp., 420 Lexington Ave., N. Y. C.

In Canada—Dictaphone Sales Corp., Ltd., 86 Richmond Street, West, Toronto

- ☐ I should like to talk with someone about the loan of a Dictaphone in the New Progress Cabinet at no expense to me.
- ☐ Send me a copy of the New Progress Portfolio.

Name _____

Company _____

Address _____

The word DICTAPHONE is the Registered Trade-Mark of Dictaphone Corporation, Makers of Dictating Machines and Accessories to which said Trade-Mark is Applied.

home to the service station man what we consider one of the most important aspects of Balanced Selling: The same principles of good will and service that are a part of the Balanced Selling job are what make people talk about a service station and recommend it to their friends. Then those friends became the service station's new customers. This in turn increases the station's gasoline gallonage, and like a snowball rolling down hill, greater gasoline gallonage means greater sales of motor oil, lubrication, and other products and services that are a part of Balanced Selling.

The service station man is taught how to back up this type of recommendation by active solicitation in the

homes of automobile owners and among tradespeople in his territory.

First the film is shown to our distributor customers at regional meetings, and then taken out by our merchandising field representatives for showings to distributors' dealers and prospects. Each man showing the film is provided with a "Meeting Guide," which constitutes a complete procedure. He is given detailed instructions for the physical set-up of the room in which he shows his film, and he is urged to have as full an attendance as possible of the distributor's sales and dealer organization.

He is told, further, of the importance of making a brief survey of the territory before exhibiting the film,

with the idea of having at least a half-dozen people in the audience whom he knows by name and whom he can call on in the course of the discussion after the film showing. The "Meeting Guide" also tells him the points to cover in his short introductory talk.

Continuing, the Guide gives material with which to start and conduct the discussion. The Guide points out that the film shows the "why," the "what," and the "how" of Balanced Selling. Questions that are sure to be asked in the discussion are stated and answers are provided.

Representatives showing the film are required to make a report after each showing which lists the number of people in the audience and their classification—dealers, dealer salesmen, prospects, tank truck salesmen, etc. The report also has space for reporting the audience reaction, points of interest, and the benefits expected.

How Dealers Like It

Comments on some of these reports which have already been received are interesting. One of them, for instance, told that the man showing the film actually took orders for a considerable quantity of motor oil from the dealers present, even though normally at these meetings there is no actual business transacted. Typical of the reports received so far are these:

"Today visited those dealers who attended meeting last evening. It surprised me to find in each case that Spring cleaning was in progress. One dealer was rearranging his office to accommodate additional accessories within easy reach."

"Dealer has issued orders that the 'seven point service routine' is to be rendered at all times."

"The reaction of the audience was very favorable, as evidenced by a discussion joined in by all present."

Follow-up on the film consists chiefly in a call on each of the service station customers by the distributor's salesman at the dealer's place of business, subsequent to the showing of the film. On this call the salesman reviews the film again with the Balanced Selling chart. By means of this a dealer can learn the quotas that he should set up for himself on all the products he sells, based on gasoline gallonages of anywhere from 1,000 to 25,000 a month. The salesman leaves with the dealer a Balanced Selling chart on this call, which the dealer can use for review from that point on.

The film was produced in collaboration with Advertising Film Associates, Inc., New York, who also prepared the "Meeting Guide" and supervised construction of the scale model used in the film. The model itself was designed and constructed by Hugh Willoughby, theatrical designer.



featuring

Unusually Comfortable, Modern Rooms; Good Food, Carefully Prepared and Served; Every Modern Hotel Facility and Reasonable and Uniform Rates.

In CLEVELAND it's

● THE HOLLENDEN

In COLUMBUS it's

● THE NEIL HOUSE

In AKRON it's

● THE MAYFLOWER

In TOLEDO it's

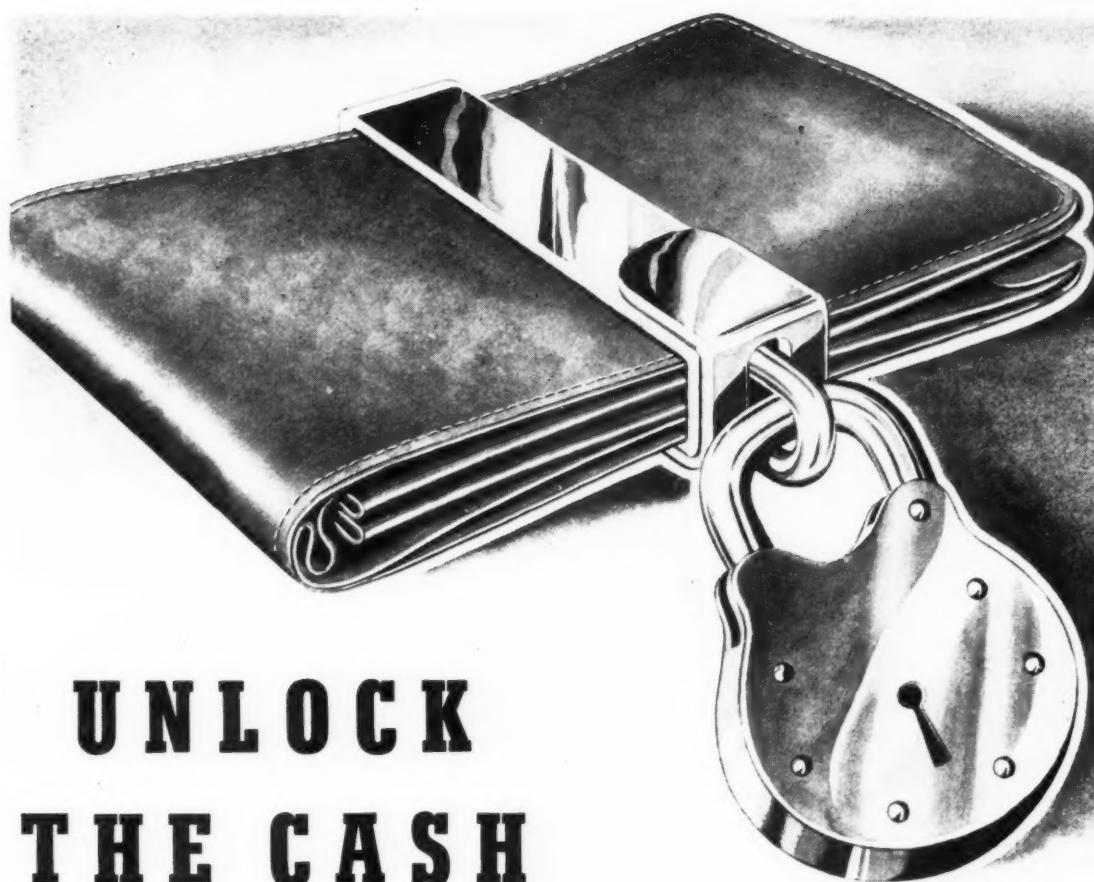
● THE NEW SECOR

In JAMESTOWN, N. Y. it's

● THE JAMESTOWN

and

● THE SAMUELS



UNLOCK THE CASH

YOUR BUSINESS NEEDS

Learn How Many Concerns Now Keep Cash Resources High and Credit Risks Low.

YOU have unused assets in your business that can provide you with immediate liquid capital at low cost and with absolute safeguards against undue credit risks.

Our open account financing plan includes the Limited Loss clause which insures you against all credit loss beyond a small agreed percentage. It involves no "all-or-none" contract. You can discount part, or all of your receivables

with us, according to your cash needs. You surrender no part of your business control . . . take in no salaried partner . . . face no maturing loans from time to time, nor the necessity to arrange new ones. Ours is a self-continuing, or immediately terminable plan, at your option. Yet it costs, as a rule, less than the cash discounts you allow your customers.

It will put your business on a cash

basis without infringing on your control or inconveniencing your customers. In no case will your customers be notified of the change in your financing. In no way will their method of paying you be disturbed.

You can use your receivables on demand, to strengthen your cash position, improve your credit rating, discount your obligations to suppliers, meet payrolls, pay taxes, and in other profitable ways to promote your business welfare.

Experience has proved that our service gives a flexible, convenient type of financing to meet today's highly competitive conditions.

COMMERCIAL CREDIT COMPANY

Capital and Surplus Over \$64,000,000

BALTIMORE

NEW YORK CHICAGO PORTLAND, ORE. SAN FRANCISCO



"Capital At Work"

On request we will mail you, without obligation, this concise booklet explaining our service. . . Simply tear this off and mail it, attached to your letterhead.



Voice of the Islands

When the *Evening Bulletin* of Honolulu and the *Hawaiian Star* were merged in 1912 the combined papers claimed one person out of every 47 in the Territory of Hawaii as a purchaser of the paper. Twenty-five years later, when the publishers brought out a 70-page quarter-century anniversary number of the Honolulu *Star-Bulletin* which resulted from the union, they claimed one in every 13 as purchasers among the estimated 395,000 in the Islands.

Dating the life span of the Honolulu *Star-Bulletin* to the amalgamation in 1912, the newspaper actually has two long roots reaching back into the history of Hawaii when Hawaiian pineapples were unknown, sugar exports had not reached 100,000 tons, and Queen Lydia Liliuokalani, last monarch of the Islands, was still on the throne.

The main "root" reaches back to 1871, before the 1875-76 United States Reciprocity treaty, when Henry M. Whitney issued a daily, hand-written news bulletin which became the progenitor of the later *Evening Bulletin*. April 24, 1882, was the date of the first little four-page, six-column journal called the *Evening Bulletin*, of which James W. Robinson was the founder.

The second "root" is the *Hawaiian Star*, which in 1893 appeared as the *Bulletin's* only afternoon rival. The two afternoon dailies were hot competitors from the start and espoused contrary political ideals. The *Star* fought for annexation to the United States while the *Bulletin*, in those revolutionary times, was royalist and inclined to uphold the existing regime in Hawaii.

The Spirit of One Man

The story of the Honolulu *Star-Bulletin* is the story of Wallace R. Farrington, the man who built the paper from a one-man enterprise and a circulation of a couple of thousand in 1898—when he became editor—to an organization that was carrying on after his death in 1933 to the point where, in July, 1937, the newspaper could celebrate its quarter century since amalgamation with a staff of 300 full-time employees, an annual payroll of some \$500,000, and a circulation of 27,415.

When Wallace Farrington took the editorship of the *Evening Bulletin* in 1898, Honolulu was a small town. Since sugar was the Territory's chief export, and experts were definitely stating that 200,000 tons of raw sugar annually was the limit to be obtained from Hawaii, it must have taken unusual courage or foresight for a young man to use his savings to acquire stock in the struggling newspaper. (Its equipment was the most meagre, its staff was literally "two men and a boy" working to bring out the sheet in unoccupied parts of an old frame building in an alley off King Street—where a narrow frontage was later acquired.) Yet this was what the red-headed and dynamic young Farrington did. There were years of severe struggle. In later years, Farrington is remembered by his associates to have said: "The old *Eve-*

ning Bulletin lifted itself by its bootstraps"; but their version is that Farrington did the lifting.

"The best and fastest you can get," was Farrington's idea of newspaper equipment, so the battered press he had inherited, driven by an odorous and occasionally flaming gas engine, was quickly displaced by a flatbed Duplex which, when the great earthquake and fire of April 18, 1906, demolished San Francisco, gave the *Star-Bulletin* the fastest press in town to rush extra after extra to the waiting crowds in the streets.

Another Farrington conviction was that the backbone of a newspaper is news. His paper published the first comic strip and the first comic section in Hawaii and pio-

City of big business as well as moonlight beaches, this is Honolulu's King Street. The *Star-Bulletin's* building is hidden behind the palms at left but its influence is felt in every corner of the islands.

Vision, audacity, a desire for the best . . . these were the tools with which Wallace R. Farrington built a great newspaper.



neered other newspaper features, but he remained true to his belief that the first duty of a newspaper is to publish news and he earned the reputation for spending more on news than any other publisher in the Islands. The first message that came to Honolulu by the new-laid Commercial Pacific Cable in 1904 was for the *Evening Bulletin*. The *Star-Bulletin* is said, also, to have carried the first advertisement that ever crossed an ocean by air—a Union Oil Co. advertisement carried from San Francisco to Honolulu by Kingsford-Smith in 1928.

Probably the outstanding achievement of the Honolulu *Star-Bulletin* was to build the Saturday paper into one of the largest weekend papers in America. Farrington quickly realized that there was both a news and an advertising advantage in the fact that when

it was "half-past-one on a foggy London morning, it is three o'clock on a sunny Honolulu afternoon." The advertising department took advantage of the difference in time, reminding advertisers that, on this sunny Honolulu afternoon, "*Star-Bulletin* presses are winding up the home edition with all the news of Europe's stormy capitals. In New York it is 8:30 in the evening, 7:30 in Chicago, 5:30 in San Francisco—and the mainland news is in the *Star-Bulletin* today."

In Honolulu the business day begins about 8:00 a.m., ends at 4:00 p.m. "Evening time is reading time." And this difference in time made it possible not only to build up the *Star-Bulletin* as the big advertising daily, although it was an afternoon paper, but to make the Saturday distribution and the Saturday advertising the biggest of any day of the week.

Twenty-five per cent of the local advertising business and 18% of the national advertising business of the *Star-Bulletin* runs in the Saturday paper, which has full society, feature, magazine, eight-page comic and main news sections.

In 1912, the young *Star-Bulletin* had 4,262 daily subscribers and no Saturday distribution. Ten years later it had a daily circulation of 11,477 and on Saturday a



distribution of 12,795. At the end of another decade—April 1, 1932—it could record 24,329 daily, 27,507 Saturday, readers.

By 1932, confounding the prophets, Hawaii was manufacturing over a million short tons of raw sugar. Besides, there were the pineapple, coffee, banana, rice, potato, fishing—and tourist—industries. By 1937 these were creating some \$175,000,000 worth of wealth annually.

Between 1912 and 1937 the Territories' population was not quite doubling, but the publishers of the *Star-Bulletin* found that their circulation was increasing five and a half times. At the end of 1937 they averaged 27,415. This year, to date, circulation is 31,000 daily and 36,000 Saturday.

In 1921 the paper was getting five cents a line; in 1923 the daily national rate was six and a half cents; by 1935 a ten-cent a line rate had become effective and January 1 of this year the rate was raised to the

present 11 cents a line. The total advertising linage in 1935 was 5,093,587. Of this, retail linage accounted for 2,720,628, which represented local accounts; 1,121,764 lines of general national advertising; national and local automobile linage, 327,476; financial, 159,178; classified 580,071; legal, 184,470. A year later, the total linage had increased to 5,524,480, with retail accounts amounting to 2,991,692 lines; national, 1,224,028 lines; automobile, 194,182; financial, 121,192. Classified had gone up to 811,224 and legal had dropped to 182,162 lines. The total national advertising in 1937 amounted to 1,356,536 lines.

Since Hawaii buys from the mainland practically all its food, clothing, beverages, wines, household and electric apparatus and nearly all manufactured goods, these commodities rank as high in the *Star-Bulletin's* advertising pages as they do in mainland periodicals.

Among national advertisers which have used the *Star-Bulletin* for more than ten years, leaders are: Armour & Co., American Tobacco, Associated Oil, Johnson & Johnson, Procter & Gamble, Canadian Pacific Railway, Carnation Milk, Colgate-Palmolive-Peet, Corn Products Refining, Standard Oil, General Foods, Lever Bros., Kellogg Co., Matson Navigation, Sterling Products.

In 1933, while Mrs. Fay King-Watts was national advertising manager of the *Star-Bulletin*, the first "Hawaii Farm Annual, Household and Market Guide" was issued by the paper. In January of this year, the Annual became a monthly tabloid-size newspaper known as *Hawaii Farm and Home*, which Mrs. Watts represents nationally.

The journalistic history of Hawaii records some 50 newspapers and periodicals of pretension started and discontinued. In 1938 there are only four Honolulu dailies: The Honolulu *Star-Bulletin*, Honolulu *Advertiser*, *Nippu Jiji* and *Hawaii Hochi*. An interesting feature of newspaper history in the Islands is the inevitable decline and disappearance of foreign language papers. Founded to cater to the once-large foreign element, they lose circulation as the original immigrants die off and their American-born children take their places and subscribe to American *mores*. Probably this is one reason for the steady growth of the *Star-Bulletin*, of which Joseph R. Farrington, son of its great editor, is now general manager; Riley H. Allen, editor; and Porter Dickinson, advertising manager.

Newspaper Ad Linage Falls

According to the last report released by Media Records, Inc., newspaper advertising linage for the first four months of this year fell below linage record of the corresponding period of 1937.

Losses were as follows:

	% of Loss from 1937
Department stores.....	7.1
Classified	7.6
Retail	9.4
Total Advertising.....	13.5
Total Display.....	14.9
Financial	24.9
General	26.5
Automotive	28.1

Total advertising linage for April, 1938, declined 16.1% from the level of April, 1937.

Phoenix Papers Flourish

Spurred by a "solid confidence in the future of Arizona" and a greatly increased advertising and circulation volume, the Arizona Publishing Co. recently enlarged and modernized the headquarters of the

Phoenix *Republic and Gazette*, at a cost of \$144,000.

To introduce to Arizonians the newspapers' new quarters, 80 of the employees devoted themselves for two weeks to taking civic groups, the newspapers' carriers, other employees, and the public on tours through the plant, concluding with refreshments served in the pressroom.

Completion of the plant was marked by the publication of 60,000 copies of a special edition entitled, "Our New Home"—a history of Phoenix newspaper history.

New Comic Groups

Gravure Service Corp., New York, announces the formation of the Midwest Comic Group and the Pacific Coast Comic Group. Advertising, which is to start with the July 3rd issues, is being accepted for the Sunday color comic sections of newspapers which comprise the two groups:

Midwest Comic Groups: Cincinnati *Enquirer*, Columbus *Dispatch*, Des Moines *Register*, Duluth *News-Tribune*, Kansas

City *Journal Post*, Minneapolis *Tribune*, Omaha *World Herald*, St. Paul *Pioneer Press*, Toledo *Times*. The half-page rate applied by newspapers of this group is \$3,950; full-page, \$7,440.47.

Pacific Coast Comic Group: Los Angeles *Times*, Portland *Journal*, San Francisco *Chronicle*, Seattle *Times*. The rates applied by this group are: Half-page, \$2,385; full-page, \$4,039. Quarter-page ads will also be sold.

A Happy Note from the South

In these days when we hear so much about *competition* among advertising media, it is good to learn of the spirit of *cooperation* which exists between the Arlington, (Va.) *Sun* and Station WJSV, Washington D. C.

There the newspaper's advertising staff arranges for the station the "Arlington County Hour" which features activities of various organizations in the county, commercial spots plugging Arlington's stores and industries, interspersed with music.

Oklahoma JOBBERS

want your participation in Southwest's greatest food selling project

From all parts of Oklahoma comes praise for the selling job performed year after year by The Oklahoman and Times-WKY Free Cooking School conducted by Aunt Susan. The sales impetus created by this modern cooking school is felt by jobbers twenty to one hundred and eighty miles away. Proof that participants appreciate this project to be not just another cooking school but an institution lies in the large number of repeaters each year. In the 1937 school, for instance, 74% of all national advertisers had participated in one or more previous schools.

An experienced organization is already busy with its exploitation program for a bigger 1938 school. If you sell any product going to housewives, your sales department will welcome the momentum given by Aunt Susan's endorsement at her 8th Annual Oklahoman and Times-WKY Free Cooking School.

J. M. Keltner
J. M. Keltner Grocer Co.,
Ada, Oklahoma

"Aunt Susan's endorsement of a food product during her annual cooking school is a sure indication of that product's sales increase in the Ada area."

WKY
The FARMER
STOCKMAN
MISTLETOE
EXPRESS
KVOR
Colorado Springs

THE OKLAHOMA
PUBLISHING COMPANY

THE DAILY OKLAHOMAN
OKLAHOMA CITY
REPRESENTATIVE — THE KATZ AGENCY, INC.

The latest word is that everyone is satisfied. Sponsors report increased business, WJSV collects the revenue, the *Sun* fills its own coffers from the sale of correlated display and classified space to the sponsors.

Some Magazines Gain

At a time when falling magazine advertising lineage seems to be the rule, there

are still some which had larger lineage thus far this year than they had in the same period of 1937. It is interesting to note that one group—that which deals with life and hobbies of the great outdoors—is well represented.

Fourteen of 77 monthly and semi-monthly magazines are ahead so far this year: *Country Life & The Sportsman*, *Outdoor Life*, *Banking*, *Horse & Horseman*, *Popular Science Monthly*, *Model Airplane News*, *American Forests*, *Extension Magazine*, *Scientific American*, *Ace Fiction Group*, *The Lion*, *Current History*, *Judge* and *College Humor*.

Of 17 weeklies, *This Week*, *Scholastic*, and *New Republic*, are ahead. Three of 36 women's magazines gained: *Vogue*, *Photoplay*, and *Messenger of Sacred Heart*.

Time's Promotional Campaign

On May 23, *Time* Magazine launched a promotional campaign in which full-page units will appear week after week in the *New York Times*, *New York Herald Tribune*, *Detroit Free Press*, and the *Automotive Daily News*. Many of the advertisements will be directed specifically at the automotive industry. George Bijur, Inc., New York, is handling the account.

"Twilight Zone" Is No More

Directors of the Controlled Circulation Audit, Inc., have voted to extend membership eligibility of business, trade and professional magazines to publications having a paid circulation of less than 50%. Formerly, only those publications with not more than 30% paid circulation were eligible.

This action brings to an end the "twilight zone" between the eligibility requirements of the CCA and the Audit Bureau of Circulations so that all business papers will be eligible for audit by one or the other of these organizations.

Membership rate schedules for two audits a year are based on total distribution. Rates such as the following will apply: Minimum distribution 8,000 or less, \$125 a year; 15,000 distribution, \$161; 25,000, \$174.75; 35,000 \$187.25; 50,000, \$206. There is also a low initiation fee.



Karl R. Koerper, former vice-president of Greiner-Fifield Lithographing Co., is now vice-president of Midland Broadcasting Co. Carter Ringlep, former manager of regional sales for KMBC, is now manager of sales service.

CBS Expands to "Shrink Space"

The second edition of "To Shrink Space," a promotional piece released by the Columbia Broadcasting System, reports that the network has increased its number of outlets by 15 and has made 94 major station improvements throughout the country since last August.

On the Pacific Coast five new stations have been dedicated: KARM, Fresno; KROY, Sacramento; KGAR, Tucson; KNX, Hollywood; and KIRO Seattle.

The nine other stations, distributed among eight states are: WAPI, Birmingham; WNBX, Springfield, Vt.; WGAR, Cleveland; WEOA, Evansville; KGGM, Albuquerque; WRDW, Augusta, Ga.; KDAL, Duluth; WMFG, Hibbing, Minn.; WHLB, Virginia, Minn.; and WBRK, Pittsfield, Mass.

It is reported also that programs being broadcast over the Columbia Network may be scheduled for simultaneous broadcast over the Canadian Network of 31 coast-to-coast stations.

U. S. Radio Families

The annual report recently released by the Joint Committee on Radio Research, an organization sponsored by Association of National Advertisers, American Association of Advertising Agencies and National Association of Broadcasters, approximates the number of families having at least one radio at 26,666,500, or 82% of the estimated United States families. This is an increase of 17% in number over the committee's 1936 estimate.

Radio family coverage was found to be highest on the Pacific Coast—California, Oregon, Washington and Nevada each having 95%. New York and New Jersey were next with 93%. Michigan, Connecticut, New Hampshire, Massachusetts, Ohio and Rhode Island each had 92%, contrasted to Mississippi's 42%, South Carolina's and Arkansas's 51%, and Georgia's 52%.

Media Notes

Programs were delivered by mail to the 350 guests at the 18th annual luncheon of the Mail Advertising Service Association in New York last month. The letters postmarked at 12:30 noon, were delivered at 1:03, thus proving beforehand the statement made by M. Zenn Kaufmann before the MASA, "good showmanship knows no limitation of space or medium. If the idea is right, an 8 1/2 x 11 inch letter can be as good a stage as a 20-foot billboard."

Time magazine has taken over the *Literary Digest*, and with the May 23 issue, began fulfilling the *Digest's* 250,000 sub-



You sleep and eat in refreshing coolness regardless of summer heat at Hotel Mayfair. Each room has guest-controlled air conditioning, private bath, radio and all modern conveniences. Three air-conditioned restaurants.

50% of all rooms \$3.50 or less, single — \$5.00 or less, double. "Downtown At Your Doorstep"

HOTEL
Mayfair

EIGHTH AND ST. CHARLES • ST. LOUIS

HOTEL LENNOX ONE BLOCK OVER—SAME MANAGEMENT

at the
CROSSROADS



Whether you're going north or south, east or west in Central New York, Syracuse is at the crossroads . . . and the Hotel Syracuse is at the crossroads in Syracuse. Convenient to shops, theatres, and industry . . . it is Syracuse's most modern hotel with the finest in accommodations, food, service, and entertainment.

Rates: Single from \$3.00, double from \$4.50, twin from \$5.50.

HOTEL SYRACUSE

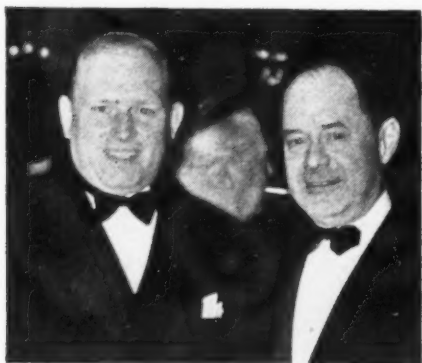
SYRACUSE, N. Y.

Fay B. Mareness, Mgr.

scriptions. The name of the *Literary Digest* will be continued on *Time's* masthead. In spite of this take-over, *Time* will not increase current advertising rates before July 1, 1939. . . . Refusing to resort to "artificial stimulants" to maintain circulation, *Esquire* Magazine has adjusted its circulation guaranty, with its June issue, from 625,000 to 525,000. Black and white page rate has been lowered from \$3,500 to \$3,100.

Advertising revenue of *Simplicity's Preview* Magazine for June, 1938, is up 167% over June, 1937.

Patterson Publishing Co., Chicago, launched in April a new publication entitled *School and College Cafeteria*, covering the food service problems of educational institutions. Advertising will be accepted beginning with the September issue. . . . On June 10 will appear the official convention number of "The Ad-crafter," sponsored jointly by the Advertising Federation of America and the Ad-craft Club of Detroit. In addition to its regular departments, it will contain the complete program and information on all the activities of the 34th annual convention of the AFA to be held at Hotel Statler, Detroit, June 12 to 16.



Gen. William Ottmann, (right) executive v.p., U. S. Printing & Lithograph Co., was re-elected president of the Lithographers National Association at the 33rd annual convention held in Hot Springs, Va., from May 10 to 12. The other officers re-elected are: Vice-president, E. H. Wadewitz, president, Western Printing & Lithograph Co.; treasurer, Milton P. Thwaite, president, Dennison & Sons; secretary, W. Floyd Maxwell; and chairman of the Board, Maurice Saunders. With General Ottmann in the picture above is W. W. ("Whitey") Walter, eastern division manager of the U. S. P. & L.

Media and Their Personnel

W. Boyd Kegg, formerly head of the Cleveland office of *Fortune*, is now assistant advertising manager at New York. John Howell, formerly with the ad staff of *Time* at Chicago, succeeds him at Cleveland. . . . Philip W. Wagner, since 1930 on the editorial staff of the *Baltimore Evening Sun*, has succeeded H. L. Mencken as editor of that paper. Mr. Mencken will remain part of the *Sun* papers' organization. . . . Edwin S. Friendly, business manager, New York *Sun*, was re-elected by the American Newspaper Publishers Association to head the committee in charge of the Bureau of Advertising. The other committee members were also re-elected. William A. Thomson continues as director of the Bureau.

Parker Brooks Sturgis, formerly assistant vice-president of the traffic division of the Transcontinental & Western Air, Inc., has been appointed to the executive creative contact staff of the Jam Handy organization.

JUNE 1, 1938

AIR EXPRESSED Styles steal show!

Smart merchandising stroke at low cost put latest creations in West Coast fashion show. Two original Capri styles were rushed from New York by AIR EXPRESS—2500 miles overnight—and featured by store next afternoon. Customers thrilled, sales thrived! Specify this complete, door-to-door route for your style goods, samples, or rush refills. Nation-wide service; also to Canada, Latin America, Honolulu, Far East. For super-speed service, phone any RAILWAY EXPRESS office—AIR EXPRESS Division.

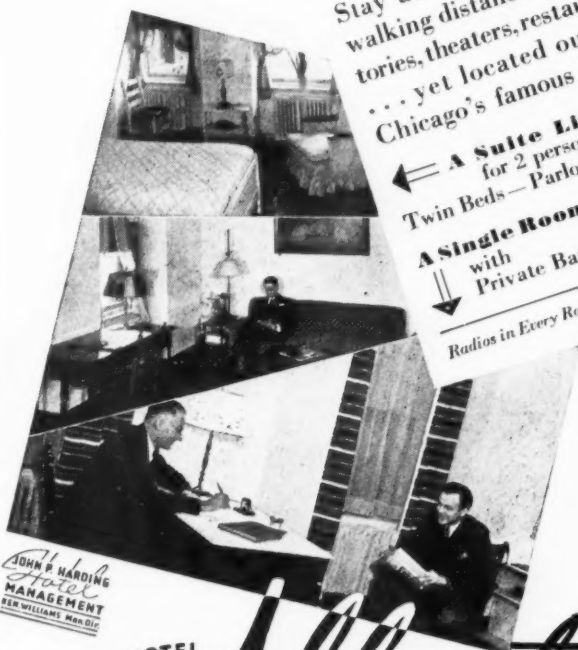


HERE'S A REAL BUY when you're in Chicago!

Stay at the Allerton Hotel . . . within walking distance of offices, stores, factories, theaters, restaurants, night clubs . . . yet located out of the Loop in Chicago's famous Michigan Avenue.

← A Suite Like This \$6.00
for 2 persons
Twin Beds—Parlor—Bath . . .
A Single Room Like This \$3.00
with
Private Bath

Radios in Every Room • Special Weekly and Monthly Rates



HOTEL

Allerton

MICHIGAN AT HURON . . . CHICAGO

"CLOSE TO
EVERYTHING"

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

REGINA
CALGARY
EDMONTON
VANCOUVER

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

DESIGNING TO SELL



2



1

1. Drink Your Vitamins: "The modern kitchen isn't complete without one," says Modern Diet Products Supply Co., distributors of the Health Mine vegetable juice extractor, which squeezes juice and discards pulp at the same time. Along with it comes a 48-page "health cocktail" recipe book.



3

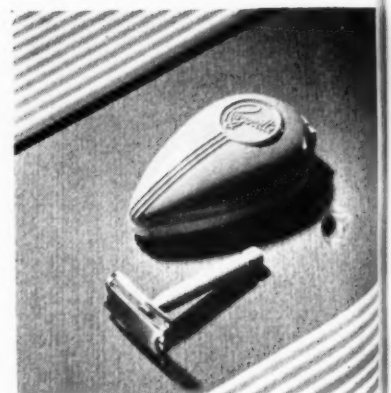


4

2. New Model: To build phonograph sales, RCA Victor put out its inexpensive record player which connects with, and plays records through, an AC current radio. Here's the new de luxe model, housed in walnut veneer, with self-starting and -stopping motor. \$32.50 list, it plays 10- and 12-inch records with the lid closed.

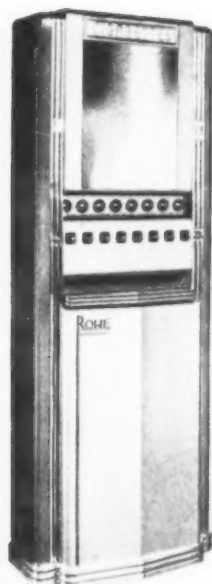
4. No Kitchen Sob: Washburn Co., Worcester, Mass., manufactures a "tearless" onion chopper to take care of a housewife's most lacrimosal chore. Plunger with sharpened blades and a wooden chopping block are housed in a graduated measuring cup, airtight to keep onion fumes out of the eyes. Each chopper is simply labeled and boxed in a trim carton.

3. Old and New: All detail has been eliminated from the redesigned Bauer & Black foot products packages (right) and attention focused on the type of product, brand name and manufacturer. Copy is easier to read, and the package is printed in bright yellow and blue for quick identification. Designer, Gustav Jensen.



5

5. Razorette: This tiny razor measures about 2 inches long and was designed for the ladies by St. Clair Mfg. Co., Detroit. Blade is curved both lengthwise and crosswise. The razor comes in a two-tone plastic case, and for counter display the manufacturers supply a stand made of laminated cellophane and chromium finish which accommodates six cases.



6

6. Redesign: Robert Heller dressed up the Rowe Mfg. Co.'s automatic cigarette vendor with polished chrome base and trim, plastic lever handles and indirectly lighted signs. Operation has been simplified by a new mechanical arrangement which releases lever action immediately when proper coins are inserted in slot.

8



7

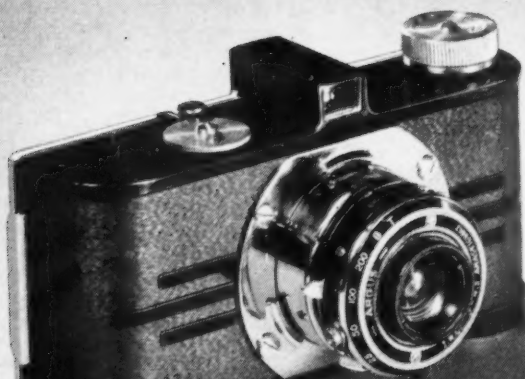
7. Sales Builder: Even the standard sales item, peroxide, is susceptible to merchandising. Schuylkill Chemical Co., reports "notable sales increases" for its Moonsheen and Diro brands of peroxide since adoption of a square-shaped bottle and new label design. Bottle by Owens-Illinois Glass Co., Toledo.

8. Onto the Grocery Shelf: Popcorn coated with cheese is familiar enough in bars and taverns, why not in the home, reasoned Borden Co., who applies the cheese flavoring for this tasty dish to various licensees. Result: A brand-named product, "Gobbles," packaged in gay folding cartons designed by Robert Gair Co., Inc., for grocery store distribution.

ANOTHER SALES SUCCESS

built with Bakelite Plastics!

1936



Argus Model A8 in case of lustrous black Bakelite Molded

1938



The newest Argus, Model C, also in Bakelite Molded case

Argus Camera with Bakelite Molded case won nation-wide popularity in twelve months

A CANDID CAMERA to sell for \$12.50! It made Argus the sensation of the camera world in 1936 ... and brought to International Research Corporation a thriving business in its first year. Quantity production of a Bakelite Molded case made possible this high speed candid camera at a price within reach of everyone.

Now this manufacturer announces

an improved camera with additional accessories, to compete favorably with high-priced foreign "candid". Again the production advantages of Bakelite Molded make valuable contributions to the design and salability of the product.

The one-piece case is completed in a single molding operation. Its lustrous finish and durable surfaces acquired in the mold provide not

only a permanent attractiveness, but, also, definite economies of assembly and finishing.

These same advantages of Bakelite Molded have played an important role in the design of many other successful products. Write for booklet, 26M, "Bakelite Molded", to help you determine the possibilities of Bakelite Plastics for your own products.

BAKELITE CORPORATION, 247 PARK AVENUE, NEW YORK, N.Y.
BAKELITE CORPORATION OF CANADA, LIMITED, 163 Dufferin Street, Toronto, Canada West Coast: Electrical Specialty Co., Inc., Los Angeles and San Francisco, Cal.

BAKELITE

The registered trade marks shown above distinguish materials manufactured by Bakelite Corporation. Under the capital "B" is the Bakelite logo, a symbol for quality, or unlimited quantity. It symbolizes the infinite number of present and future uses of Bakelite Corporation's products.

PLASTICS HEADQUARTERS

ADVERTISING AGENCIES

The Chirurg Package

"The Doctor Takes His Own Dose" is the title of a 14-page booklet issued as a promotional piece by the James Thomas Chirurg Co., Boston agency. In light, tabloid fashion, the booklet tells how the agency's "basic sales idea," which has skyrocketed clients' progress, has been applied to its own business.

In other words, the Chirurg organization has taken its own medicine by using in its advertising and promotion the same theory that has successfully served its clients for the past three years. The theory may be called interchangeably the "package" or the "basic sales idea" theory and means simply that a product wrapped up with a basic sales idea needs fewer advertising dollars than a product without such an idea.

Without a client or even a prospect, Founder Chirurg hung out his shingle in March, 1933, just as banks were closing their doors. It was not until four months later that he got his first account. When but little more than one year old, the agency published its first annual edition of "Ideas," a pretentious volume reviewing the year's work for clients. Incidentally, an entirely new edition of this book has been published each year, bringing requests for copies from all parts of this country and from many foreign countries.

The 1937 edition, entitled, "People Buy Ideas—Not Products," went out to 500 prospects as well as to the agency's clients, their salesmen, and to many publication men who wanted to use it in their own selling. Containing a minimum of direct selling for the agency, it might well be utilized as a textbook for a course in advertising, being an excellent illustrative and textual review of the function and development of the basic sales idea. This annual publication has, by the way, proved a fine prestige builder for the agency.

As the agency grew from its handicapped start during the bank holiday, additional man-power was needed and a staff was built up with a combination of technically-trained men and retailing-trained men, the former to lay a solid groundwork of factual information, the latter to turn those facts, through showmanship, into dramatic selling ideas.

In 1935 a functionalized set-up was established doing away with "account executives," substituting a plan board of major executives for every account. When a new client is signed up he fills in a detailed questionnaire of which five copies are made, one each for the heads of the plans, research, media, copy and production and art departments, who comprise the plan board.

After department heads have had opportunity to study the facts and think of suggestions, the plan board meets—any length of time from a couple of hours to several

days. That's where ideas fly. Good ones are singled out, improved, and final plans decided upon only after considering the suggestions of these five men . . . measuring the suggestions against actual knowledge of the market.

Following the agency's membership in the Four A's came the development of the basic sales idea theory. That thought is the foundation for the Chirurg Co.'s own advertising campaign in *Fortune* and *Printers' Ink Monthly*. It is the only agency in New England doing national advertising.



James T. Chirug, like his clients, is happy about the whole thing.

The agency's promotional material gives evidence of the phenomenal rise in billings, which have increased four times over 1934, not counting a 25 per cent dollar increase in 1938 over 1937. Capital has increased 40 times over, this figure representing earnings "plowed back" and not additional outside investment.

Contributing principally to its growth during the depression has been the basic sales idea, which has been majored in all advertising and promotional material. Used successfully by the Chirurg agency on its own behalf, it has sold prospects, brought in new clients and boosted annual billings.

The idea has sold something besides straight advertising, for this agency operates on the theory that "advertising alone will not do the job." It has sold the sales tie-up.

To show just what a basic sales idea is, the agency cites two phrases "Room for rent and room with a view," the latter representing the desire-stimulating basic sales idea that probably rented the room before sundown. It is this theory that has been chiefly responsible for the Chirurg Co.'s splendid growth.

Of Chirurg clients, there is the American Mutual Liability Insurance Co. for which was developed the basic sales idea: "American Mutual Gives a Three-Profits Opportunity." First profit came from a

specialized method of safety engineering which corrected fundamental accident causes, eliminating indirect uninsurable losses as well as reducing accident frequency and severity. Second profit was from a different method of medical rehabilitation, which saved skilled workmen for their jobs. Third profit was in the company's unequalled record of 51 years of dividend payments of 20 per cent or more. The combination of these three reasons for buying had never before been used together by any insurance company, and was in this case developed by the agency's plan board, following an intensive study of insurance buying practices.

That this sales idea actually aided sales was brought out in a study in which company salesmen were asked, "Did presentation help you get further with prospects than you would have without it?" to which 83 per cent of their salesmen replied in the affirmative.

Another client, Coppus Engineering Corp., won acceptance in an already flooded and skeptical market by the idea, "An air filter should be measured *not* by what it stops, but by the cleanliness of the air it passes. Coppus Air Filters pass clean air." Coppus, competing against well-established names, attained a high position in its field through this sales strategy.

For Phillips Screw Licensees, a group of companies who are manufacturing a revolutionary type of screw with a recessed head, the Chirurg organization developed the basic sales idea—"Gains Time—Guides Driver—Guards Work." And for the American Screw Co., Licenser to the group, there was developed the idea of *American PLUS Screws*. The head of the new screw is Plus-shaped in contrast to the "minus-shape" of the conventional slotted-head screw. From the two campaigns—one educational for the group—one specialized to American Screw—that company signed up \$80,000 worth of distributor business in the first four weeks after the advertising began.

For another industrial manufacturer the agency developed a plan which the clients' salesmen took into 150 plants they had been unable to sell. These same salesmen three months later came out with 39 per cent of the firms sold.

Among other clients of the Chirurg Co. are Graton & Knight Co., Scovill Manufacturing Co., A. C. Lawrence Leather Co. and its division, England-Walton Co., American Tool & Machine Co., Universal Winding Co.

The Chirurg firm has what is believed to be the only full-time research man in a New England advertising agency, his job being exclusively to conduct field studies and to sift information from publications, research organizations, government data, and other sources.

The agency has also developed an original plan for conducting field surveys by college students working under control of some member of the college staff. Arrangements have now been made with 28 colleges and universities throughout the country for employing students for field studies, one person at each college exercising authoritative control over student workers. This is offered to clients as an experimental activity which has already produced authentic, dependable field data.

Advertiser vs. Consumer

To combat the rapidly growing consumer movement and its attacks against advertising, the American Association of Advertising Agencies hit upon the idea, about a year ago, of creating a Consumer-Advertiser Council to act as mediator between

SALES MANAGEMENT

consumer and advertiser. Now in the process of formation, the Council is being set up with virtually the same purpose in mind that governs the consumer movement, i.e., to protect the consumer and bring about better relations between national brand producers and consumers.

Say the Consumer-Advertiser Councilmen of A.A.A.A.: "The central idea of this (the consumer) movement is to make the consumer a more careful buyer. Of course, that's what advertising wants to do. But massed forces are in operation to swing the consumer away from advertising and substitute some kind of official gradings for products in place of it. That is impractical, but it is none the less being urged upon consumer organizations whose membership totals more than 5,000,000." The Council's plan is an advertiser movement "to meet these adverse forces and to exert on the consumer movement a sane influence in favor of national advertising."

Under the proposed set-up the Council will consist of a division headed by a woman who is in touch with consumer organizations and women's clubs and who will know how they are affected by propaganda against advertising, what the nature of it is, and where counter influence can be best brought to bear; an educational and editorial division which will disseminate facts about advertising, and a mediating division to which complaints against advertising can be made. The latter group will be patterned somewhat after the National Better Business Bureau.

Four A's set the advertiser movement going and are financing it with the help of various advertising and publishing organizations.



Blackstone



Bachach

With the recent reorganization of the executive staff of Tracy-Locke-Dawson, Inc., New York and Dallas advertising agency, Joe M. Dawson (left) was elected president and Shelley Tracy (right) chairman of the board. Other officers remained unchanged. Dawson and Tracy were formerly vice-president and president, respectively, of the agency.

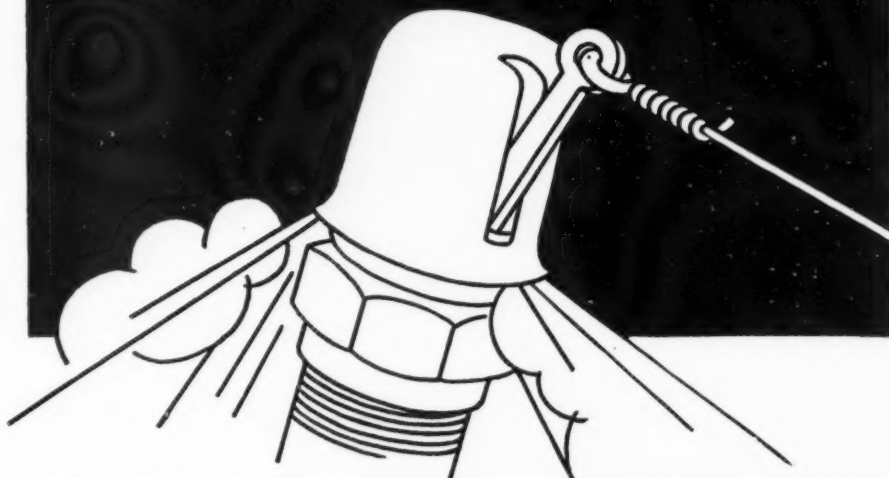
Reason

"It is the purpose of *Successful Advertising* published by Van Sant, Dugdale & Co., Inc., Baltimore agency, explains its reason for being in these words:

"Taxes, strikes and fair trade laws may make the newspaper headlines, but sales activity is, and always was, the most important news in business. News of what successful advertisers are doing is interesting and helpful to men who are concerned with the problems of selling.

"It is the purpose of *Successful Advertising* to give you, in quickly digestible form, a brief summary of the advertising and selling news which originates in and around the advertising agency of Van Sant,

AMERICA'S GREATEST SAFETY VALVE



A million Legionnaires and their families readers of The American Legion Magazine

These million men and their families—closely bound together by their day-to-day activities, and supporting common ideals, form the greatest "safety valve" in this country today. They are spending \$3,500,000 to make this country a better one to live in—with a 32 point program* ranging from ambulance service and oratorical contests to disaster relief and crime control.

This unity of action and purpose is reflected in the one magazine which is edited for their *known* interests—The American Legion Magazine. Within the pages of this magazine they are kept up-to-date on all mutual activities in addition to editorial material of general interest.

These million men are 92.9% gainfully employed. And as a result of this 32 point program, they are active leaders in their home communities. Because they are in a position of active leadership, their buying habits influence the buying habits of their communities. You can reach these men and their families through The American Legion Magazine—their magazine. In doing so you are talking to an *active* market of *influential* men—a market definitely able to buy—a market that influences the buying of others!

*Ask us about this great 32 point program. We'd like to tell you more about it.

THE AMERICAN LEGION MAGAZINE

Chicago
307 N. Michigan Avenue

New York
9 Rockefeller Plaza

Detroit
General Motors Bldg.

AN ACTIVE MARKET INFLUENCING MILLIONS OF CONSUMERS

YOUR SALESMEN

work
faster
—
make
more
sales



—when their trips are plotted on

HAGSTROM'S MAPS

—when they carry

CONVINCING PRESENTATIONS

We serve many of the
largest national advertisers

WRITE FOR DETAILS

HAGSTROM COMPANY
INCORPORATED

20 Vesey Street New York, N.Y.
Established 1916

FLORIDA

On Business or Pleasure Bent

Open all year are five fine Collier Florida Hotels—leading East Coast, West Coast and interior hotels—catering to the business man—conveniently located for anyone making a trip around the state.

TAMPA

Hotel Tampa Terrace
Hotel Floridan

Tampa's Best, Air-Conditioned Rooms,
Rates from \$2

•
WEST PALM BEACH
Hotel Dixie Court

Most Convenient, Modern, Rates from \$2

LAKELAND

Hotel Lakeland Terrace
Lakeland's leader, Rates from \$2

EVERGLADES

Everglades Inn

On West Coast across from Miami
Famous 10,000 Islands fishing

COLLIER FLORIDA COAST HOTELS

Barron Collier, Pres. George Mason, Gen. Mgr.



This group of tea sippers are executives of the Izzard Co., Seattle agency celebrating its fortieth anniversary this year. Izzard ad men stop work each afternoon for a tea party which turns into a special occasion with cake and candles when somebody in the agency has a birthday. Two Izzard clients, Reliance Tea and Carnation Milk, get a break. Center sipper is President W. H. Horsley.

Dugdale & Co., or grows out of its contacts with active advertisers."

Successful Advertising is a newsy little sheet published monthly by V. S., D. & Co., which neatly employs the old newspaper adage about pictures to put across its stories.

People

New vice-presidents: Joel M. Nichols, Jr., a member of the board of directors of Federal Advertising Agency, N. Y., has been elected vice-president of the agency . . . Cedric Tarr has left the Los Angeles office of Lord & Thomas to become vice-president in charge of copy for Shaw & Miles, Inc., same city . . . C. E. Nelson joins O'Dea, Sheldon & Canaday, Inc., N. Y. and Baltimore, as vice-president to supervise detail merchandising work . . . Col. Charles H. Bauer, formerly of Multiposter Advertising Corp., and Barron G. Collier Street Railways Co., has been elected a vice-president of Kimball, Hubbard & Powell, Inc., N. Y.

Personnel Changes: In Young and Rubicam's (New York) radio department, Pat Weaver has been named manager and Fred Wile, Jr., assistant manager. Carlos A. Franco, in charge of station relations for Y. & R. for two years, has succeeded

William R. Stuhler, resigned, as radio talent buyer . . . William A. Anderson, formerly vice-president of Thornley & Jones and associate copy director of N. W. Ayer & Son, has joined the copy staff of Arthur Kudner, Inc., N. Y.

To the art department of Pettingell & Fenton, Inc., N. Y., last week went Sherman H. Raveson, as manager, and Miss Mary Sweer, as a member of the art staff. Mr. Raveson's former art directorships include *Vanity Fair*, *Apparel Arts*, *Life* and the New York office of *Esquire*. Miss Sweer comes from Kaufmann's Pittsburgh department store . . . Hugh L. Lucas, formerly in the advertising department of National Enameling & Stamping Co., Milwaukee, is now associated with Hoffman & York, same city, in the service division . . . P. P. Willis, commercial aviation ad man and former president of P. P. Willis advertising agency, now deceased, has joined Ruthrauff & Ryan, Inc., as account executive of the American Airlines account.

GOOD NEWS!

THERE'S had news around these days—but there are bright spots, too!

People are out of work—but many, many more have steady jobs.

Some businesses have been hard hit—but others are going ahead, selling more goods this year than last.

Among our own clients is notable proof of this.

In each of the businesses listed below, sales are actually ahead of a year ago.

Kellogg's All-Brain "You will be pleased to know that sales for the first quarter of 1938 show a satisfactory increase over last year." W. K. Kellogg, President, Kellogg Company, Battle Creek, Michigan.

Quaker State Motor Oil "Sales this Spring are well ahead of those a year ago." Samuel Moore, Vice-President, Quaker State Oil Refining Corporation, M. City, Pennsylvania.

Knox Gelatine "Each month of 1938 sales of Knox Gelatine have been running ahead of last year. There is every indication that these increases

will continue." James E. Knox, Vice-President and General Manager, Charles B. Knox Gelatine Co., Inc., Johnston, New York.

Spud Cigarettes (in Canada) "First quarter sales of Spud Cigarettes are 21% ahead of the first quarter last year—and this is on top of a 40% increase over the year before." A. C. Picard, Managing Director, Rock City Tobacco Company, Ltd., Quebec, Canada.

Muller's Macaroni "First quarter sales of Muller's macaroni products are 12% ahead of last year. They have been growing almost steadily since February 1937." Henry Muller, President, C. F. Muller Co., Jersey City, New Jersey.

Bono "This quarter has seen the greatest sales improvement in the 4-year history of Bono Milk Amplifier. Sales are 64% ahead of the same period in 1937." Duncan R. MacKenzie, General Manager, Bono Company, New York.

Canadian Pacific Steamships "Eastbound Atlantic passenger traffic, for the month of May 1938 shows an increase of 20% over the same period in 1937." William Baird, Steamship Passenger Traffic Manager, Canadian Pacific Railway Company, Montreal, Canada.

W. & J. Sloane "For 1938 to date our sales in many departments are very substantially ahead of last year, and the average for the business as a whole is ahead." Richard L. McClellan, Vice-President, W. & J. Sloane, New York.

The advertisers whose statements appear above are among the clients of

KENYON & ECKHARDT Inc.

Advertising

247 PARK AVENUE • NEW YORK

Good News Travels Fast! After Kenyon & Eckhardt, New York advertising agency, ran this six-column ad in May 25 New York Times showing that at least eight of its clients are doing big business right now, it was flooded with hoorahs for its "constructive attitude toward business" and with dozens of reprint requests.

Walter H. Baers, who for the past 12 years has been associated with both the Philadelphia and Chicago offices of the Buchen Co., has been elected secretary of the agency . . . N. B. Winkless, former local advertising manager of the Pontiac, Ill., *Daily Leader*, has joined Wm. B. Remington, Inc., Springfield, as assistant account executive.

Account Appointments

To: Hillman-Shane Advertising Agency, Inc., Los Angeles, the account of J. E. Benton Management Organization . . . Kimball, Hubbard & Powell, N. Y., the Ware Valley Mfg. Co. account . . . Ferry-Hanly Co., N. Y., the account of Ex-Cell-O Corp., Detroit, to promote Pure-Pak milk container machines . . . BBDO, the American Cranberry Exchange account. . . William B. Remington, Inc., the Smith & Wesson account . . . Fred H. Ebersold, Inc., Chicago, the accounts of McCulloch Engineering Co., Milwaukee, Earl Products division of the Naylor Corp. and Pianomaster, Inc., both of Chicago.

Lentheric Finds Retail Promotions Have Repeat Value

(Continued from page 26)

is selected during which the Lentheric special field representative, M. Durel Dugas, can be scheduled to make a personal appearance there.

Cooperative newspaper advertising is used to promote the event. Usually there are from five to eight advertisements, and often the first of these runs half a page or larger in size. Invitations or special announcements go to the store's charge customers.

The usual practice is to devote each one of from four to nine windows to a single Lentheric odor, choosing fresh flowers which best interpret it, and carrying out ideas in the window arrangement which accent the character of the product. The windows reproduced with this article, from the 1938 Robinson promotion, are excellent examples.

The Robinson promotion, held just before Easter, reached a new, all-time high this year. In addition to more than doubling traffic in the perfume sections on the main floor, and swelling it notably in fashion sections of all floors, this event brought Robinson's especially "gratifying perfume sales results." Store officials, who do not release figures, told SM that the perfume outgo was "unusually excellent"—as were also, incidentally, sales of Lentheric products for men.

The products for masculine consumption were not pushed during the event, but were displayed along with

gardenias and a silk top hat in a case in the perfumes sections. (During the show the entire perfumes department was devoted solely to Lentheric products—all other perfumes were out of sight.)

Handkerchiefs fluttered about like confetti in visitors' hands to catch the expensive perfume drops which, by means of an atomizer arrangement, were sprayed on to the street from grilles beneath each of the nine flower-perfume display windows. There was a constant jam of thousands trying to push themselves forward into the 12-gallon mist of Lentheric odors wafted streetward at two-minute intervals.

A different perfume was sprayed

each day of the exhibition, during which Monsieur Dugas was on hand to meet and advise customers. Women listened eagerly as he counseled them to adopt certain fragrances for certain hours of the day, and certain perfumes for use with certain types of costumes. (This afforded Robinson's a good fashion tie-up; the promotion, therefore, included three Robinson-attired mannequins who served as hostesses in first floor fashion sections, carried flacons of appropriate perfumes, and applied minute portions of the scent to the handkerchiefs or hands of visitors interested in sampling.)

Build-up for the promotion included an invitation on the first page of the

TWO STRIKES BEFORE HE STARTS



Do many of your salesmen leave the office with two-thirds of their chances for sales gone because their appearance is not up to par? Good salesmanship demands neat attire. Good sales letters must be equally inviting to prospective customers.

Nelco Typed Letters start with a clean slate. They are tops in appearance—as personal as a dictated letter. And the cost per 1,000, with individual names and salutations, is only slightly above that of multigraphing.

Telephone DLgby 4-9100 for Nelco
Typed specimens, or write . . .

NEW ERA LETTER CO., INC.

47 West Street



New York



●It's no trick at all to make a fine miniature billboard out of every card in the deck.

Your trade-mark, your service—your product—can be forcefully suggested on a playing card back, repeated fifty-two times in every pack.

Such cards are acceptable and useful. They have "entree" to the groups you want to reach. Used again and again, they possess the quality so rare in other forms of advertising, **LONG LIFE.**



Write on your business stationery for interesting FREE booklet "The Winning Hand," ways and means of increasing your business with playing cards.

Manufacturers of
Advertising
Playing Cards

BROWN & BIGELOW

Remembrance Advertising

SAINT PAUL, MINNESOTA

Makers of Calendars and Advertising
Specialties Since 1896

Spring issue of "Accent," Robinson's seasonal magazine issued to some 50,000 Southern Californians. This preceded the actual promotion by about two weeks. There was also a page advertisement in the Los Angeles Times on opening day, and various later insertions followed this up. Some 35,000 special invitations were mailed (the tourist bureau of the omnipresent All-Year Club was given about 5,000 extra to hand out to state guests) and numerous white-with-color posters, 18 x 24 inches in size, were displayed in show cases, beside elevators, and at other strategic points around the store.

The nine street windows devoted to the promotion showed no mere groupings of bottles of perfumes and vases of blossoms. The Pasadena Rose Festival, held annually on New Year's Day, and a series of other flower shows held the year 'round, has developed in Los Angeles florists an almost incredible artistry in floral arrangements. Each of the Robinson windows was a triumph of the florist's art. (See photographs on page 26.)

Over 5,000 mimeographed sheets listing the flowers used in the various windows were distributed to visitors who wished a printed memorandum in order to identify or remember the blossoms used. In the "Anticipation" window alone were such botanical

beauties—hundreds of dollars' worth of them—as oncedium, cypridium (lady slipper orchid), orchid albiun gigus, green orchids and the better known camellias and tulips.

In its experience with the Flower Promotions, Lenthieric, in collaboration with store buyers, has developed a number of extensions and variations which enable the stores to take even greater sales advantage of the special perfume drive. One of these is the coordination of perfumes with fashions—the idea of pushing certain odors for daytime wear, others for evening, etc. Among the stores which last year combined fashion shows with the floral show were Famous-Barr; Hahne's; A. Harris; Wm. H. Block; D. H. Holmes; Donaldson's; Herpolsheimer; Schunemann's and Mannheim's. (Among those who held floral shows alone: Carson, Pirie, Scott & Co.; J. W. Robinson's; White House; J. L. Hudson; Shillito's; Younker's.)

Still another variation is the coordination of each of 12 Lenthieric odors with birthstones for each of the 12 months of the year.

Lenthieric seems to have developed the knack of understanding what store buyers want, and of taking a sufficiently unselfish attitude to work along with each individual to adapt and adjust the basic idea to local retail needs.

Manufacturers in other lines who are interested in getting more feature treatment for their goods through key stores might make special note of these features of the Lenthieric approach:

(1) Instead of attempting to find one promotion scheme adaptable to the uses of all retailers, big and small, Lenthieric considers the key department stores in a class by themselves and handles outlets of secondary importance in an entirely different way.

(2) The successful promotions sponsored by Lenthieric are things that are "splashy"—that create store traffic, get talked about, and attract free publicity.

(3) They are often, also, things that give the store an opportunity to sell goods from more than one department—i.e., perfumes plus jewelry, or perfumes plus clothes.

(4) Not to be overlooked, either, is Lenthieric's policy of selective distribution under which the total number of outlets through both drug and department stores is restricted so that each can enjoy a reasonable potential. Few big stores care to push something that can readily be had at all competitive stores.

(5) In the matter of advertising, Lenthieric suggests but does not dictate. The company offers free mats, layout ideas, etc. And it actually works out that much of this material is used.

BE WISE...

Experienced travelers judge for themselves. That's why you hear so many men and women say, "I always stop at Albert Pick Hotels." The superior service, unusual comfort, splendid cuisine and price economy of these fine hotels merit your patronage.



STOP AT ANY OF THESE

17

ALBERT PICK HOTELS

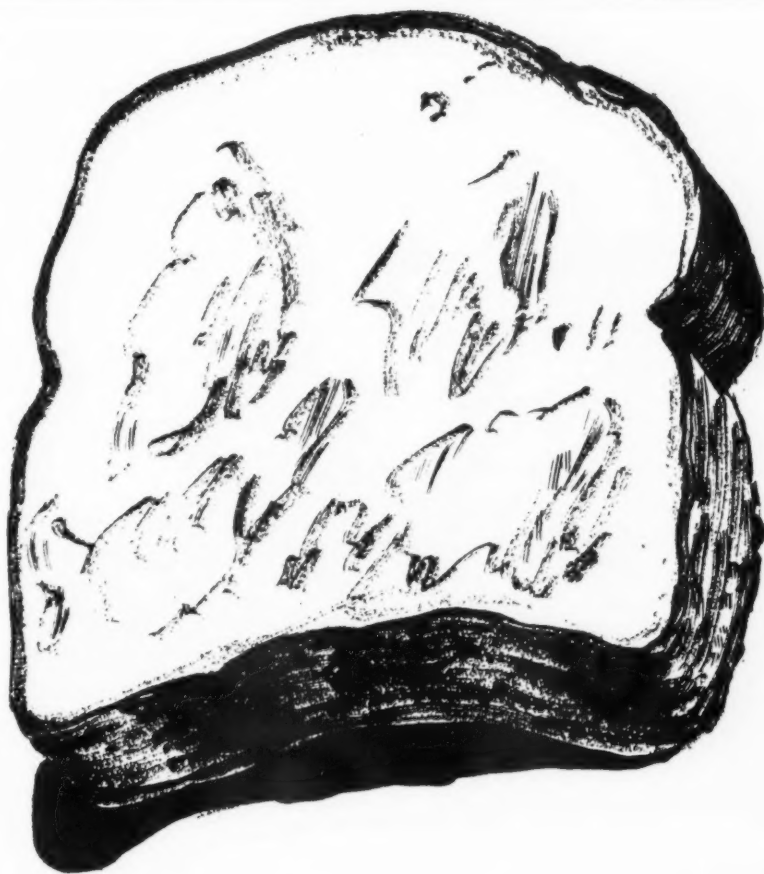
CHICAGO, ILL. GREAT NORTHERN
DETROIT, MICHIGAN..... TULLER
DAYTON, OHIO..... MIAMI
COLUMBUS, OHIO..... CHITTENDEN
COLUMBUS, OHIO..... FORT HAYES
TOLEDO, OHIO..... FORT MEIGS
CINCINNATI, OHIO..... FOUNTAIN SQUARE
CANTON, OHIO..... BELDEN
ST. LOUIS, MO..... MARK TWAIN

INDIANAPOLIS, INDIANA..... ANTLERS
SOUTH BEND, INDIANA..... OLIVER
ANDERSON, INDIANA..... ANDERSON
TERRE HAUTE, INDIANA..... TERRE HAUTE
JACKSON, TENNESSEE..... NEW SOUTHERN
ASHLAND, KENTUCKY..... VENTURA
OWENSBORO, KENTUCKY..... OWENSBORO
WACO, TEXAS..... RALEIGH



5000 ROOMS

IN 8 STATES



Does Your Bread and Butter come from Advertising?

IF you gain your livelihood from advertising or any of its allied industries, you have a stake in the

34th Annual Convention Advertising Federation of America

Because of the many new problems in business, new economic forces, and new psychological angles, this is destined to be an epochal meeting for the many thousands of men and women in advertising.

The program includes — general sessions, packed with business-building ideas, addressed by business leaders and advertising executives

of national prominence; ten departmental group meetings where advertising problems will be discussed intimately by experts in their individual fields; the Annual Banquet and Ball; an extensive exhibit of today's advertising and a splendid array of entertainment features planned by the Adcraft Club and the Women's Advertising Club of Detroit.

Whether you are a member of an Advertising Club or not, if you work in advertising, come to Detroit; join the men and women who are advancing the cause of this great profession! —bring yourself up to date on its latest developments! You owe it to yourself and your job.

Plan now to attend—



34th Annual Convention ADVERTISING FEDERATION OF AMERICA June 12 — 16 Hotel Statler — Detroit

For further information on hotel registration, rates, and program details, address the Advertising Federation of America, 330 West 42nd Street, New York City, or Advertising Convention headquarters, Room 228, Hotel Statler, Detroit.

SALES SCRAP BOOK MAGAZINE

takes pleasure in announcing the serialization of the finest book on psychology for salesmen—

What Makes People Buy

By DONALD A. LAIRD, Ph.D., Sci.D.

The first chapter appears
in the May issue

Low introductory subscription rates continue, \$2.50 for a single subscription, \$1.80 each per year in groups. Hundreds of firms subscribe for from a few to 500 each for their salesmen.

Put Sales Scrap Book to work
for you today.

Salesmen's League of America, Inc.
121 East 27th Street, New York, N. Y.

Please send Sales Scrap Book to the names on the attached list.

Bill us at \$1.80 per year each, and start with the May issue. (Single subscription \$2.50 per year.)

Firm

Street

City, State

Name & Position

[66]



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Consumers Evaluate Magazine "Heat" in New Parents' Survey

How "hard" are magazines used by their subscribers? What degree of "reader heat" is developed by the editorial content of each and every magazine on an advertising schedule? Is it possible to measure this intangible value fairly, to give it a numerical rating and thus arrive at an advance estimate of the probable advertisement pulling power of a magazine and a complete magazine schedule?

Going direct to its own subscribers, *Parents' Magazine* has attempted to answer this general problem with a survey conducted under carefully controlled methods, checked by research directors of leading New York advertising agencies. The resulting considerably detailed analysis has recently been published, and is available to advertisers and their agencies, under the title, "How Consumers Evaluate Magazines—a Study Made Among Mothers, the Biggest Buyers of Most Advertised Merchandise."

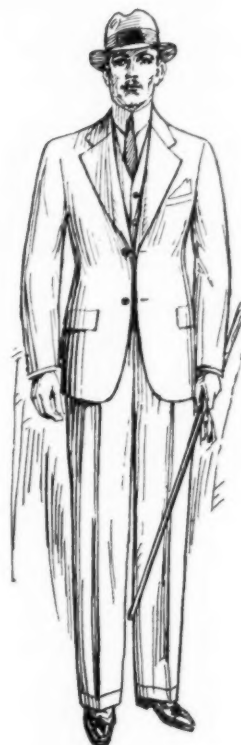
It is a bit difficult for this column to report fully on the survey, as this is not the place for comparative and competitive ranking of any media. But we sincerely recommend it to the attention of all marketing executives, as a straightforward approach to a most important problem—the intrinsic worth of media. The particular market involved in this study is, of course, that of parents, buying primarily for their home and family needs. The study makes no attempt to compare the many media rated on this score, other than to include all those mentioned by *Parents' Magazine* subscribers.

Eight questions were asked in the mail survey—conducted by the "American Institute of Magazine Research," and compiled by the I.B.M. Corp. Three questions were judged most significant—(1) list the magazines you most value (in order); (2) in which magazines would you be most influenced by an advertisement appearing also in others?; and (3) which magazines do you save, as having most lasting value? The first five magazines in this "Index of Magazine values" are *Good Housekeeping*, *Parents' Magazine*, *National Geographic*, *Reader's Digest*, and *Christian Herald*. For all other ratings, 22 pages of them, we refer you to the study itself.

Obviously, this survey approaches the problem of media evaluation from the particular viewpoint of a non-fiction, child-rearing, home-maintaining magazine audience. *Parents' Magazine* reports considerable interest on the part of advertisers and agencies in having similar studies made on the basis of other magazine audiences.

Requests for the study should go to

CUSTOM TAILORS



See Shotland First—

when you wish to wear
distinctive and the most
economical clothes — im-
ported fabric business suits

\$85.00

**SHOTLAND
AND
SHOTLAND**

574 FIFTH AVENUE, NEW YORK
TELEPHONE BRYANT 9-7495

SALES MANAGEMENT

George J. Hecht, *Parents' Magazine*, 9 East 40th Street, New York, N. Y.

Business Bureau Issues Consumer Advertising Guide

"*Facts You Should Know About Advertising*" is the latest addition to the series of booklets distributed through Better Business Bureaus for use in consumer educational work. First copies are just released in New York. A half million copies of the seven other booklets in the series on subjects of special consumer interest have been distributed through Better Business Bureaus in the past year. Because of a wide public interest in the discussions on advertising it is expected that this booklet will prove to be one of the most popular.

The booklet explains in elementary terms how advertising serves in our economy and how its tendency to increase volume of sales tends also to reduce manufacturing costs and selling prices.

The theme deals, of course, with honest advertising. It joins with both business and the consumer in deploring the use of advertising that is deceptive, and describes how business, through Better Business Bureaus, is constantly on guard to curb misleading advertising.

Before its publication this booklet on advertising, like all others in the series, has been reviewed by many authorities to assure accuracy and to bring into focus the judgment, knowledge and opinion of a wide cross-section of experience and training. Requests should be addressed to National Better Business Bureau, 405 Lexington Ave., New York, N. Y.

Household Suggests You Cash-in on Per Capita Sales

We are impressed with the excellent analysis of *per capita* retail sales recently developed by *Household Magazine*, and recommend it to all sales executives who distribute nationally. It is designed to (and very successfully gaining that end) throw light on the sales importance of the market of towns and cities ranging from 2,500 to 75,000 population—including the small town market. To cite just one of scores of statistical analyses, it shows that in food store sales, while the larger cities produce a volume of sales coinciding with their own population percentage, in the middle and smaller population group the per capita sales increase sharply beyond the population ratio. The cause is given as shopping up, from the rural and smaller towns to the larger towns—a condition which does not prevail in the metropolitan areas.

The per capita sales tables, for the U. S., and for each geographical section, follow for drug, apparel, furniture, household, radio, lumber, building material, hardware, automotive and filling-station groups. The kernel of the analysis is summed up in the statement—"urban stores depend in a large measure upon rural people."

Send for "*Capitalizing on Per Capita—Showing How High Per Capita Sales Indicate 'Shopping Up'*"—your requests to Rene Peppin, *Household Magazine*, 420 Lexington Avenue, New York, N. Y.

Newark News Compares Its Market with 15 Trade Areas

The *Newark Evening News* has been a lineage leader among metropolitan daily newspapers for years. Thus, recognition of the purchasing power of its market is widespread. Nevertheless, its recently pub-

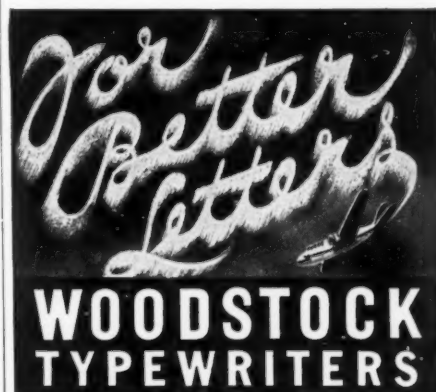
lished comparative analysis of the Newark (Essex County, N. J.) market will be valuable to organizations already distributing, or planning campaigns, in that rich area. For comparative study, 15 metropolitan city-county areas are shown, with detailed and graphic analysis on (1) people (population and families); (2) retail sales, total and per capita; (3) income tax returns, number and per 1,000 families; (4) automobile registration, passenger cars and trucks; (5) homes, owned, rented, valuation, telephones.

The city-county markets shown include Pittsburgh, Cleveland, St. Louis, Baltimore, Buffalo, Milwaukee, San Francisco, Cincinnati, Providence, Minneapolis, Oakland, Kansas City, Seattle, Indianapolis, and Hartford—ranging in population from 421,000 to 1,374,000. Newark is fifth in population ranking, in retail sales, in income tax returns (but second in returns per 1,000 families). In the pictographic display of owned homes, under and over \$5,000 in valuation, Newark ranks a good first.

The study is admirably arranged for quick reference on important market indices. It concludes with a breakdown of the metropolitan Newark market and trading area, and a comparison with New York City, Chicago, Boston, Los Angeles, Philadelphia and Detroit markets.

Requests for "*The Newark, New Jersey, Market*," should be sent to Russell Za-

briskie, *Newark Evening News*, Newark, N. J.



"CAPABLE—and to say it just as it is—dynamic Sales and Operating Manager, available June 1st. Age 43—best years ahead—prefer East—have had charge of Boston, New York and Philadelphia plants for past 12 years. I do have capacity for selecting and developing people. Plenty of references." Box 585, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALES MANAGER WANTED:

\$3,000 per year plus expenses while traveling. Only those giving complete information will receive consideration. Our own salesmen know of this available position. Box 587, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 28 years recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

ASSISTANT SALES MANAGER WANTED

An Assistant Sales Manager is being sought by a manufacturing company making and selling machinery used in construction work. Annual business approximately \$3,000,000. Desire man in middle thirties with good education preferably along engineering lines. Must have had selling experience and background in construction or some similar industry. Possibility of developing into head of business. Applications should be accompanied by record of education, experience, references and whether employed at the present time. Address Box 589, SALES MANAGEMENT, 333 North Michigan Avenue, Chicago, Illinois.

WANTED: YOUNG MAN WITH ADVERTISING and sales viewpoint to handle advertising to agricultural consumers principally in Virginia and North Carolina. Diversified line of products. One who can assist in planning advertising program and write copy. Address P. O. Box 419, Norfolk, Va. giving background, qualifications, etc.

HOLLYWOOD ASSIGNMENTS

HOLLYWOOD ASSIGNMENTS

Commercial—publicity stills on the movie lots—live house-organ copy—BUSINESS FILMS produced. A. B. LAING, established 6 years at 3626 Lankershim Blvd., Hollywood, Calif.

LETTERHEADS

LETTERHEAD SPECIALISTS

Distinctive, business building, raised letter, letterheads for discriminating executives. No plates required. Write for samples and suggestive layouts. J. L. Larson, Box 1101, Station B, Cleveland, Ohio.

MAGAZINE SALESMEN

EXPERIENCED OUTDOOR MAGAZINE SALESMEN and crew managers wanted. Expenses paid. Big commissions. Steady employment. North American Trapper, Charleston, W. Va.

MAILING LISTS

SPECIAL MAILING LISTS. CHEMISTS, ACCOUNTANTS, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents. Officials of Corporations, High Salaried Executives. Write RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

POSITIONS WANTED

N. Y. C. DAILY, ADVERTISING AND Sales Promotion Manager ready for new connection in publishing, radio or allied fields. Well known to agents and advertisers for accomplishing tough tasks. 15 years' experience in all forms of promotion and personal selling, excellent references. Salary requirements moderate. Age 36, college graduate. Address Box 586, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

ASSISTANT MARKETING MANAGER

Capable young man available for trainee position in marketing department. Six years' Business Administration experience. Resume on request. Box 588, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

DISTRICT SALES MANAGER, CONSCIENTIOUS worker, nine years' experience Metropolitan food field, possessing clean record, wants connection with food manufacturer. Salary and commission basis. Box 590, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

C O M M E N T

BY RAY BILL



BLANKET ADVERTISING CUTS: Several weeks ago SM commented in the Significant Trends department on the prevalence of uniform advertising cuts and said, "The blithe assumption that territorial divisions, sales quotas, and advertising allocations, once set, should remain fixed forever, is one of the most fallacious forms of reasoning in business today. As a matter of fact, it isn't reasoning at all. It is merely a fine example of laziness, ignorance or inertia."

In the intervening weeks more evidence has piled up. A perplexed advertising director of the dominant newspaper of a city and state whose people wouldn't know there was a recession if news of it didn't sift in from other states, tells us that he has just returned from a three-weeks' trip, during which he showed many advertisers and agencies plenty of factual material about prosperity in his region. But it didn't get him anywhere!

Patiently they tried to prove to him that he was naïve if he thought that could influence their plans. Didn't he understand that in preparing campaigns for 200 newspapers it would be too much trouble to prepare special copy or larger space or more insertions for certain papers, even though business conditions might be good in the sections served by those papers?

And furthermore, couldn't he realize that exceptions always were hard to handle, that in order to have these exceptions officially okayed they would have to be submitted to perhaps eight or ten individuals and sold to them? And so wouldn't he be kind enough to pack his bag and go on home?

Certainly it is true that the line of least resistance is to treat all territories alike, but hereafter when a business man complains about bad business we're not going to be very sympathetic if we find that he has been too lazy to build his sales and advertising plans on a custom-made basis.

◆ ◆

FARM INCOME NEAR NORMAL: In lots of ways it is unfortunate that 1937 was such a bumper sales year for most companies. Here at SALES MANAGEMENT, for example, it's hard to keep from reaching for the crying towel when we look at our advertising revenue figures for the year to date and find that they are 11% less than for the same period last year. But fortunately

for our sense of balance we have records going back many years, and they tell us that "bad" as our business is in 1938 it's nevertheless 26% better than in 1936 and 65% better than in 1935. In both of those years we thought we were doing quite handsomely.

Much the same is true of the farm situation. Newspaper headlines carried the story the other day that farm income was off 16% from last year. Granted, but 1937 was a bumper year, with good crop yields, and high prices. Furthermore, that particular release failed to mention that the price index of the goods that farmers have to buy is considerably less than it was a year ago.

A true index of the farmer's ability to buy is obtained by dividing the index of all farm income for the month by the index of prices of things farmers buy, and correcting for seasonal variation. Comparison has to be made with some back period, of course, and if 1924-1929 is used as the base, no one can currently feel very much concerned over the plight of the farmer, for the index, as compiled by one of the leading farm journals from official figures, now stands at 96.0% of that normal. What if it was 111.3% last year at this time? How many businesses other than farming are operating at 96% of *their* normal? Very few.

The International Harvester Co. knows the farm field. Its current financial report predicts that the fiscal year ending next October 31 will be the third best year in the company's history, topped only by 1937 and 1929. Over a period of many years it has been proved that farmers put off buying agricultural machinery when they are strapped for cash.

Just as in the 1930-1933 period wise sales executives did not use the abnormal 1929 as a barometer, so this year they might turn the calendar back a year and use 1936 as their base. Especially the first half of 1937 was an abnormal sales period, with billions of dollars' worth of merchandise bought for future use as insurance against war, against threatened strikes, against the fear of wild inflation.

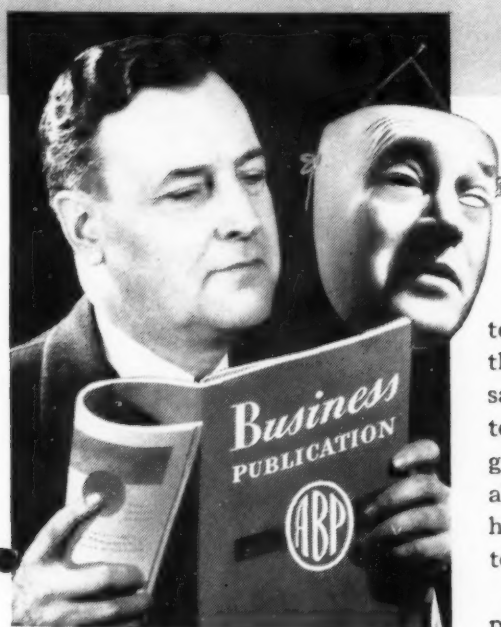
Take another look at that 96% farm figure and then ask yourself whether your sales and advertising plans are geared to get full benefits from a market which even in this "bad" year will have an income from cash marketings, government payments, off-farm labor and investments, and non-cash income of about TEN BILLION DOLLARS.



Wise Guy, eh...

THIS PROSPECT OF YOURS!

— But is he ?



This prospect is probably typical of the buyers your salesmen call "wise guys" . . . men hard to sell because they pretend to know all the answers. But often this overbearing attitude is just a mask of sales resistance, adopted as an easy way to sidetrack salesmen. Actually these "wise guys" are hungry for progressive ideas about their livelihood. That's why they hang up that mask when they settle down to read their favorite business papers.

In most fields you will find that your prospects' favorites are A.B.P. publica-

tions. Each year some 1,400,000 business men pay \$3,500,000 for their subscriptions to A.B.P. papers. They pay it willingly because they have confidence in editors who know their readers' business inside and out. That great editorial influence provides you with a real advertising opportunity.

Put *your* advertising in the A.B.P. publications that reach *your* prospects. It will work for your salesmen between their calls. It will help them penetrate those masks of sales resistance.

The ASSOCIATED BUSINESS PAPERS, Inc.

Highest editorial standards
and publishing integrity



369 Lexington Avenue, New York

◀ Look for the twin hall-marks of known value ▶



Proved reader interest in
terms of paid circulation

*EWS and comment about the World's
Greatest Newspaper and its market.*

From the

ALL-TIME HIGH

DURING the official six-month period ended March 31, 1938, the average net paid total daily circulation of the Chicago Tribune was:

857,963

This was an all-time high for any six-month period on record, and a gain of 35,477 over the average for the official six-month period ended March 31, 1937.

Tribune city and suburban average net paid daily circulation also set a new high record:

694,766

This was a high water mark for any six-month period on record and a gain of 27,560 over the average for the six-month period ended March 31, 1937.

BOX CAR NUMBERS DEPT.

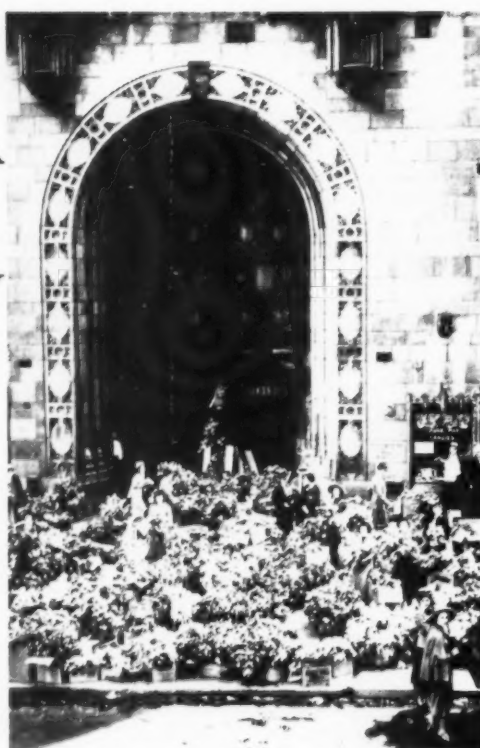
To print more than 326,000,000 copies of the Chicago Tribune, daily and Sunday, Tribune presses this year will use more than 6,500,000 pounds of black, colored and roto inks.

COLOR WAVE

Art lovers in Chicago and New York during April and May were treated to three different exhibitions of color photography in which the Chicago Tribune color photo studio and its staff members took prominent parts.

Al Gras, Bill Mayoh, George Greb of the Tribune color photo studio and the color studio itself each had entries in the color photo division of the first international photographic exposition in New York. In addition, the color studio was represented at this show by a special exhibit consisting of twelve color pictures.

Meanwhile in Chicago, Frank Moore, representing both the color studio and the news department, was exhibiting 66 color photos and 55 in black and white in the



Massed in front of Tribune Tower are some of the thousands of lilac blossoms which on May 4, 5 and 6 were distributed by Tribune trucks to more than 20,000 patients in 130 Chicago hospitals and other institutions. The blossoms were contributed by Tribune readers as a result of the 10th annual "Share Your Lilacs" campaign sponsored jointly by the Tribune and the Chicago Plant, Flower and Fruit Guild.

Crystal Corridor at Marshall Field & Co.

In Chicago's Art Institute, under the same roof with works by Rembrandt, Titian, Holbein and many another immortal, there was placed on view for three weeks beginning April 24, a collection of 22 natural color photos made by the Tribune color studio for reproduction in the Sunday Tribune Picture section.

Color Advertising for Less Than 3c per Family . . .

TWENTY-SIX 50-LINE BOTTOM STRIPS IN COLOR IN THE CHICAGO SUNDAY TRIBUNE COMICS SECTION COST .029 CENTS PER FAMILY REACHED.

A Gain in Department Store Advertising

Selling practically all types of merchandise to men and women in all income groups, department stores have first-hand information regarding changing conditions in a community.

Buying advertising on the basis of immediate, traceable results, department stores have first-hand information regarding the relative productivity of newspapers.

During the first four months of this year, Chicago department stores placed 1,726,027 lines of



PRIZE SQUAWK Cub manager Grimm (left) looked like this one day last September during a spat with Umpire Ballanfant. Chicago Tribune cameraman Tom Johnson's shot of the scrap recently took first place in the second annual Illinois Associated Press photo exhibit.

Lilacs . . . Color Exhibits . . . Department Store Trend . . . Squawk . . . What .029c Buys . . . Grocery Advertising Practice . . . Curiosa . . . Box Car Figures . . . Circulation Peak

TOWER

advertising in the Tribune—a gain of 39,631 lines over the amount they placed in the Tribune during the same period last year.

CURIOSA

BUSINESS WOMEN'S HULA CLASS—TIRED. worn out nerves can be corrected through our Hula classes. Call Web. 1-222. Native instructress. Open Sundays.

From the Instruction column of the Chicago Tribune want ad section.



"Products advertised in the Chicago Tribune are the real money-makers"

Bernard J. Holzman,
Chicago Druggist

"I stock the drug, medical and cosmetic products I see advertised in the Tribune," says Bernard J. Holzman, successful druggist of Chicago's Ravenswood district. "They are always the quickest sellers and the most profitable to handle."

In the Ravenswood district there are 33,933 families who buy 30,450 copies of the Tribune on weekdays and 32,787 on Sundays. This family coverage is typical of the selling influence of Tribune circulation throughout Chicago and suburbs.

General Grocery

advertisers spend 44% more for advertising in the Chicago Tribune than in any other Chicago newspaper.